



Harnett
C O U N T Y
NORTH CAROLINA

2019 Citizen & Employee
Communications
Survey Report

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November 22, 2019

Introduction

Harnett County is one of the fastest growing counties in North Carolina with approximately 130,000 residents. Harnett's tagline of "Strong Roots, New Growth," describes a county in transition, one that values its rural agricultural heritage while also embracing new growth and industry. As part of this growth, the county acknowledges the need to involve and inform citizens and employees to help foster stronger community relationships. By allowing citizens and employees to provide input and feedback, Harnett County officials can make better decisions that support citizens needs and wants and employees can serve as brand ambassadors.

Previous to July 2019, the County had never conducted a communications survey. Without input from its citizens and employees, Harnett County has had no data to compare the effectiveness of its communications efforts. As Harnett County continues to grow and put emphasis on the need for strong communication efforts, it will need to actively measure those efforts on a regular basis and adjust efforts based on needs and wants.

The results of these surveys, along with other communications and community engagement measurements, will allow Harnett County to better manage the methods used to communicate and engage with citizens and employees. The County strives to provide information to citizens in a timely, reliable, honest, and transparent manner and offer several opportunities for community engagement.

Through these surveys and additional recommendations from the Community Relations Coordinator, Harnett County will understand the current state of its communications and marketing efforts and identify areas of improvement to better serve citizens and keep employees informed.

ABOUT THE SURVEYS

In July 2019, Harnett County launched two communications surveys: the Employee Communications Survey and the Citizen Communications Survey. Both employees and citizens were targeted to complete a separate survey to help better understand the employees' outlook on the county's marketing and communications efforts and how their results compare with the citizens' outlook on the county's marketing and communications efforts.

Research was conducted to develop questions that would best provide the County with effective feedback that could be used to develop goals and improve communication and marketing efforts. Questions were developed to focus on the best communication methods and how the county can effectively communicate with employees and citizens. Both surveys included some of the same questions so that data could be compared. The surveys were conducted online for a two month period.

It is recommended that the Employee Communications Survey and the Citizens Communications Survey be conducted every 3 years to allow both citizens and employees the opportunity to provide feedback on how they would like to receive information from the County. Each survey will be customized with questions that target how the County can improve communication and marketing efforts and the best methods to keep citizens and employees informed.

Employee Communications Survey

The Employee Communications Survey consisted of six sections:

- Background Information
- County External Communications
- External Online Communications
- Internal Communications
- Marketing and Branding
- Community Engagement

Citizen Communications Survey

The Citizen Communications Survey consisted of four sections:

- Background Information
- County Communications
- Online Communications
- Community Engagement

Survey Limitations

Both the Employee Communications Survey and the Citizen Community Survey did have limitations. The limitations identified include:

Data Collection Process: Although the survey was created for online responses, efforts were made to make the survey accessible to all since not all citizens and employees may have access to complete the survey online. The survey was promoted on the county's social media platforms, in the local newspapers, on the county website, and sent to community partners. It was communicated that both surveys were available in paper form if individuals preferred this response method. For future surveys, more advertising efforts will be recommended to increase the response rate for both employees and citizens.

Data Collection Timeframe: A time limit was also set for both surveys. The surveys were open from July 1, 2019 through August 31, 2019. This two month timeframe was set to collect data as quickly as possible while providing a sufficient amount of time to communicate surveys and provide an opportunity for citizens and employees to complete.

Sample Size: For the Citizens Communication Survey, 168 responses were received. Although this response rate is only a small portion of our county population (less than 1%), the feedback provided is sufficient to draw conclusions and provide recommendations to improve communications among citizens. For the Employee Communications Survey, 234 responses were received. This response rate was nearly 25% of the employee population, providing enough data to draw conclusions and provide recommendations to improve communications. As more opportunities are consistently provided for citizens and employees to provide feedback, the County does anticipate for future survey responses to increase.

Self-Reporting Data: As both employees and citizens were asked to self-report their answers, there are a number of biases that could occur. Questions may not have been interpreted as other survey participants interpreted the questions. Participants may not have been completely honest with answers provided, skewing the accuracy of the data. Also, as the survey was promoted publically, there were no controls to prevent a non-county citizen or a non-county employee from completing the survey. There were also no controls in limiting a citizen or employee from filling out the survey more than once.

Survey Sections

Employee Communications Survey

Background Information

This section provides background information that includes an employee's age, gender, county department they are employed, and if they live in Harnett County.

County External Communications

Questions included in this section allow employees to provide feedback on the county's current overall external communication efforts with citizens and recommendations for improvement.

External Online Communications

Questions included in this section allow employees to provide feedback on the county's current online communication efforts with citizens and recommendations for improvement. This section targets the type of information that is being provided online, through social media, and the user friendliness of the county webpage.

Internal Communications

Questions included in this section allow employees to provide feedback on the county's current internal communication efforts among departments and its employees.

Marketing and Branding

Questions in this section allow employees to provide feedback on the county's current marketing and branding efforts. This section targets the consistency of messaging among county departments and its employees and how employees view the Harnett County brand.

Community Engagement

Questions in this section allow employees to provide feedback on the county's current community engagement efforts. This section targets the inclusion of citizens in county activities to keep them involved and opportunities to provide input.

Citizen Communications Survey

Background Information

This section provides background information that includes a citizen's age, gender, and area of the county they reside. Citizen names and emails were optional so that survey responses could be anonymous.

County Communications

Questions included in this section allow citizens to provide feedback on the county's current overall communication efforts with citizens and recommendations for improvement.

Online Communications

Questions included in this section allow citizens to provide feedback on the county's current online communication efforts and recommendations for improvement. This section targets the type of information that is being provided online, through social media, and the user friendliness of the county webpage.

Community Engagement

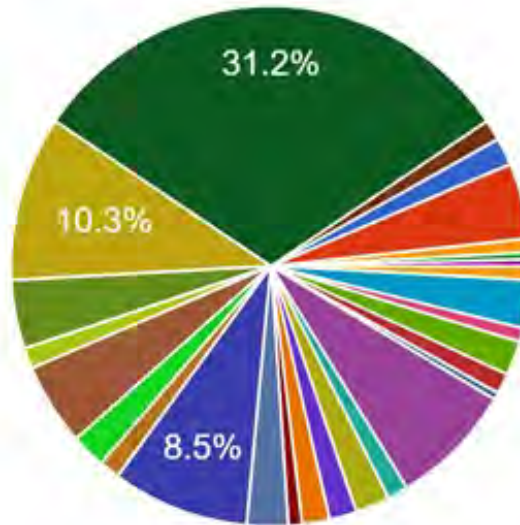
Questions in this section allow citizens to provide feedback on the county's current community engagement efforts. This section targets the inclusion of citizens in county activities to keep them involved and opportunities to provide input.

EMPLOYEE COMMUNICATIONS SURVEY RESULTS

Background Information

What department do you work for?

234 responses



- Animal Services
- Board of Commissioners
- Board of Elections
- Clerk of Court
- Community Development
- Cooperative Extension
- County Manager's Office
- Department on Aging
- Development Services
- Economic Development
- Emergency Medical Services
- Facilities Maintenance
- Finance Office
- Fire Marshal/Emergency Managem..
- General Services
- GIS
- Harnett Regional Jetport
- Harnett Area Rural Transit System (...)
- Harnett Regional Water
- Health Department
- Human Resources
- Information Technology
- Inspections
- Juvenile Crime Prevention

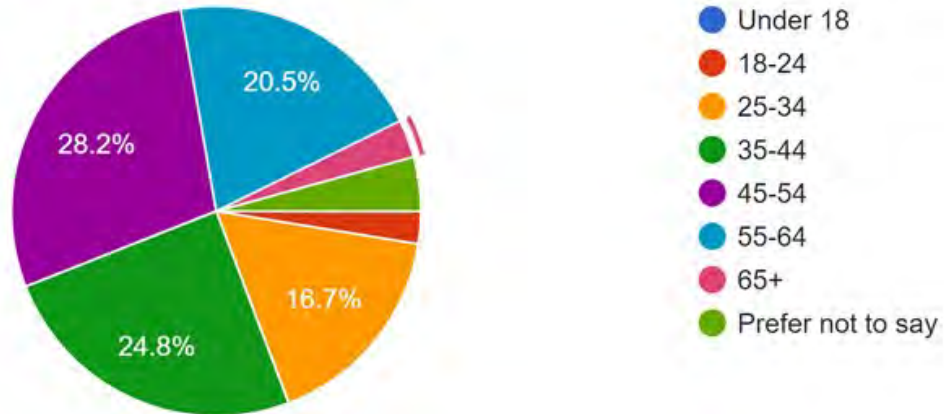
- Library
- Parks & Recreation
- Planning Services
- Register of Deeds
- Sheriff's Office
- Social Services
- Soil & Water Conservation District
- Solid Waste
- Tax Department
- Veterans Services
- Workforce Development
- Youth Services

Answer Choices	Responses	
Animal Services	0%	0 responses
Board of Commissioners	0%	0 responses
Board of Elections	0.9%	2 responses
Clerk of Court	0%	0 responses
Community Development	0%	0 responses
Cooperative Extension	3%	7 responses
County Manager's Office	0.9%	2 responses
Department on Aging	2.1%	5 responses
Development Services	1.3%	3 responses
Economic Development	0.4%	1 response
Emergency Medical Services	7.7%	18 responses
Facilities Maintenance	1.3%	3 responses
Finance Office	2.1%	5 responses
Fire Marshal Office/Emergency Management	1.7%	4 responses
General Services	1.7%	4 responses
GIS	0.9%	2 responses
Harnett Regional Jetport	0%	0 responses
Harnett Area Rural Transit System (HARTS)	0%	0 responses
Harnett Regional Water	2.6%	6 responses
Health Department	8.5%	20 responses
Human Resources	1.3%	3 responses
Information Technology	2.1%	5 responses
Inspections	0%	0 responses
Juvenile Crime Prevention	0%	0 responses
Library	5.1%	12 responses
Parks & Recreation	1.3%	3 responses
Planning Services	0%	0 responses
Register of Deeds	4.3%	10 responses
Sheriff's Office	10.3%	24 responses
Social Services	31.2%	73 responses
Soil & Water Conservation District	1.3%	3 responses
Solid Waste	1.7%	4 responses
Tax Department	4.7%	11 responses
Veterans Services	0.9%	2 responses
Workforce Development	0.4%	1 response
Youth Services	0.4%	1 response
Total	100%	234 responses

Background Information

What is your age?

234 responses

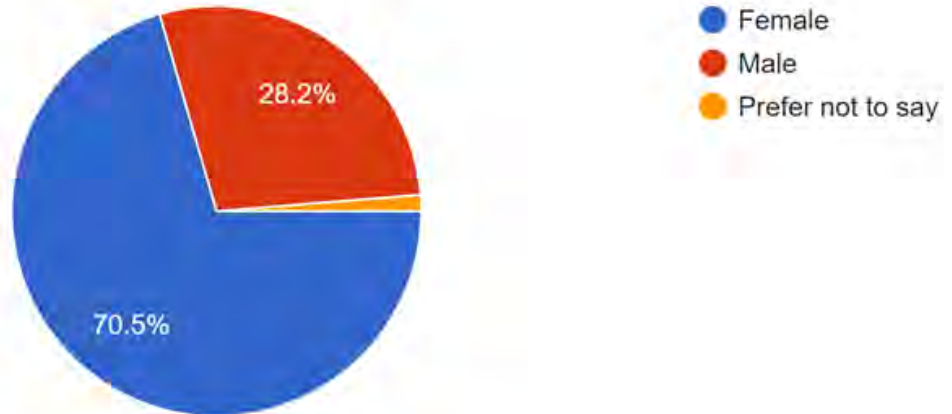


Answer Choices	Responses	
Under 18	0%	0 responses
18-24	2.6%	6 responses
25-34	16.7%	39 responses
35-44	24.8%	58 responses
45-54	28.2%	66 responses
55-64	20.5%	48 responses
65+	3%	7 responses
Prefer not to say	4.3%	10 responses
Total	100%	234 responses

Background Information

What is your gender?

234 responses

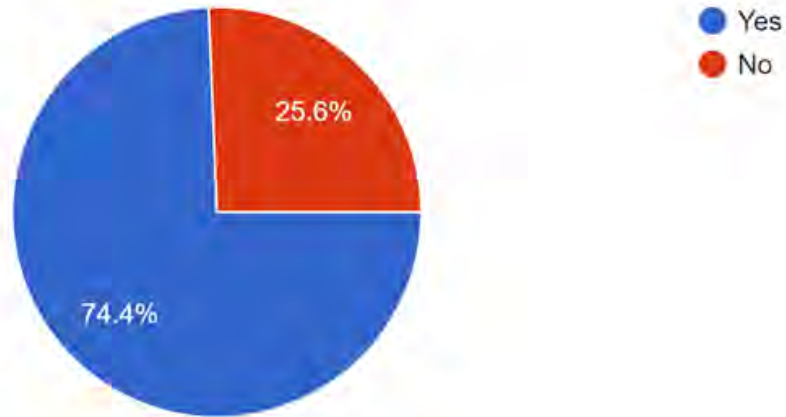


Answer Choices	Responses	
Female	70.5%	165 responses
Male	28.2%	66 responses
Prefer not to say	1.3%	3 responses
Total	100%	234 responses

Background Information

Do you live in Harnett County?

234 responses

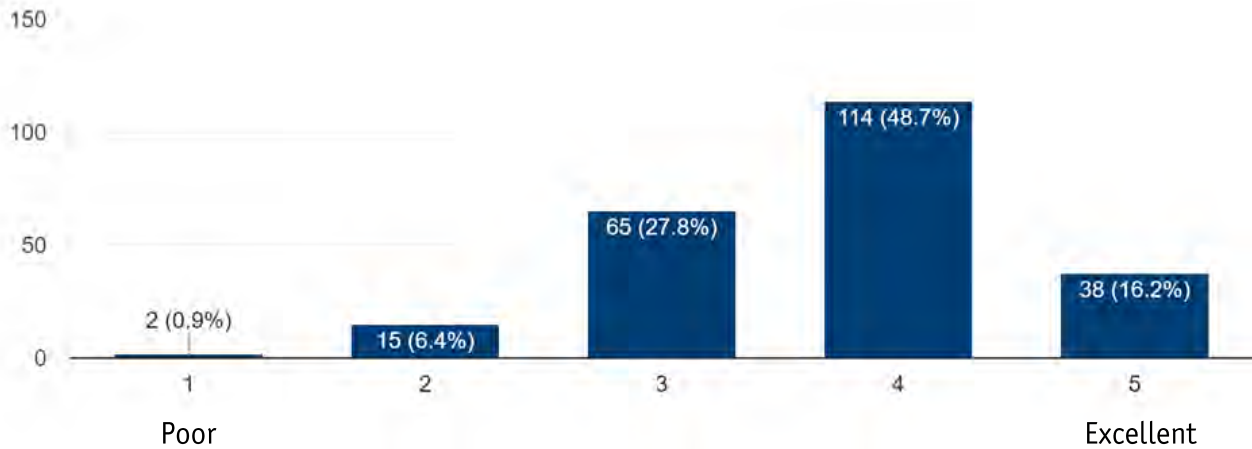


Answer Choices	Responses	
Yes	74.4%	174 responses
No	25.6%	60 responses
Total	100%	234 responses

County External Communications

How would you rate Harnett County government's communication with its citizens?

234 responses

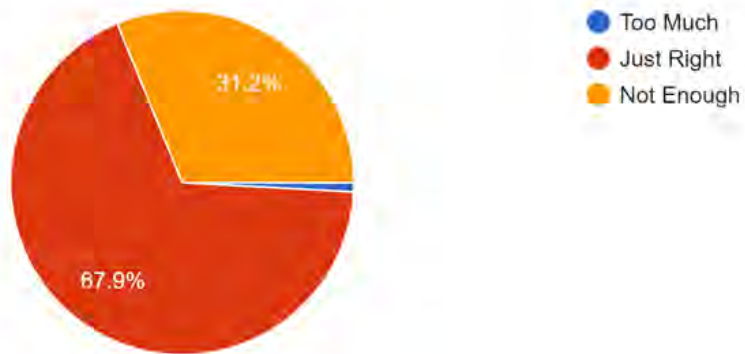


Answer Choices	Responses	
1	0.9%	2 responses
2	6.4%	15 responses
3	27.8%	65 responses
4	48.7%	114 responses
5	16.2%	38 responses
Total	100%	234 responses

County External Communications

How do you feel about the amount of information Harnett County sends to its citizens?

234 responses

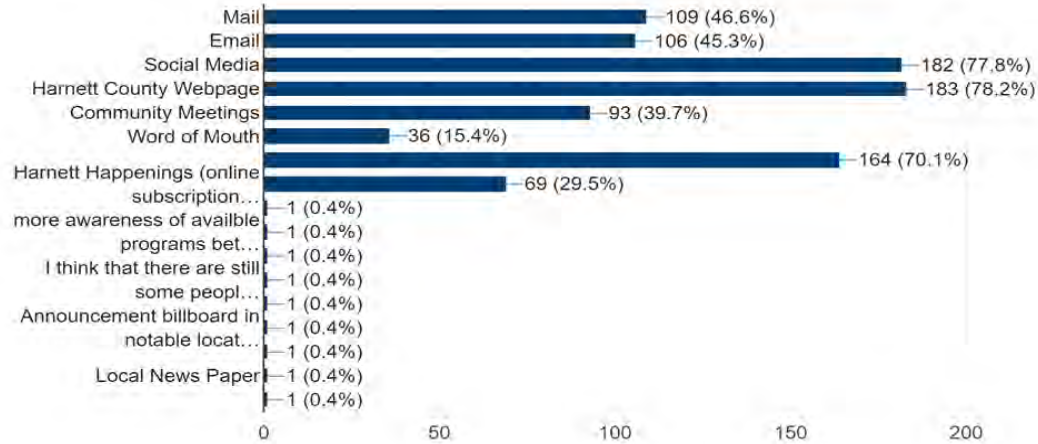


Answer Choices	Responses	
Too much	0.9%	2 responses
Just right	67.9%	159 responses
Not enough	31.2%	73 responses
Total	100%	234 responses

County External Communications

How do you think Harnett County should communicate information to citizens?

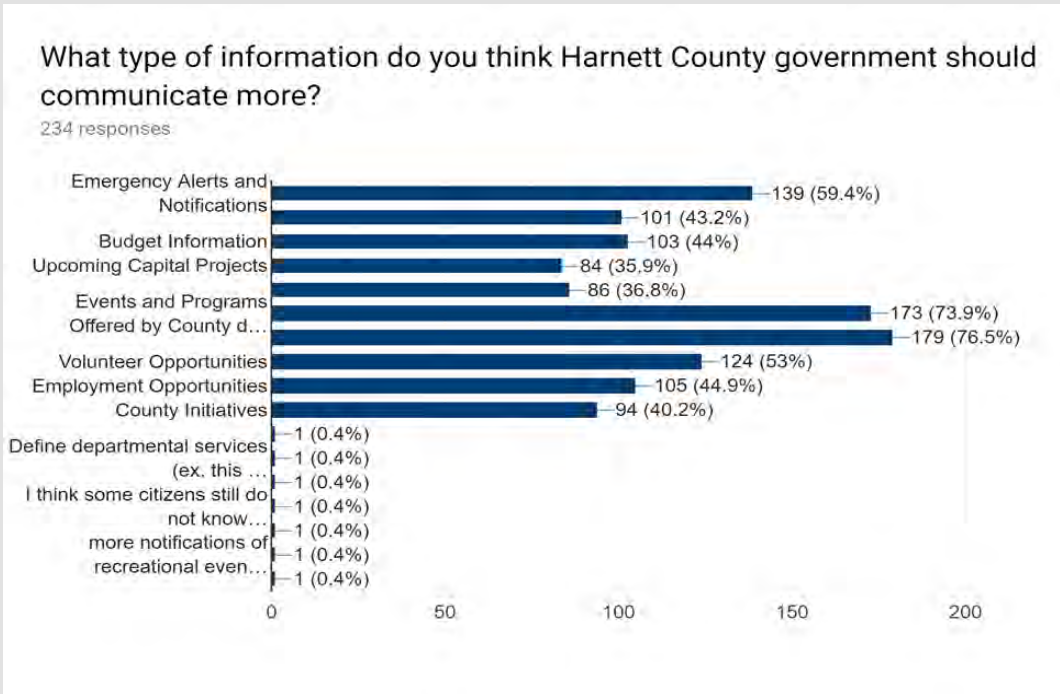
234 responses



Answer Choices	Responses	
Mail	46.6%	109 responses
Email	45.3%	106 responses
Social Media	77.8%	182 responses
Harnett County webpage	78.2%	183 responses
Community Meetings	39.7%	93 responses
Word of Mouth	15.4%	36 responses
Local Media (newspapers, television)	70.1%	164 responses
Harnett Happenings	29.5%	69 responses

Response #	Other
1	Water bill insert
2	more awareness of available programs between departments so we as employees know how to direct the citizens when asked
3	Community Meeting if subject that will need explanation
4	I think that there are still some people that do not get information.
5	Phone
6	Announcement billboard in notable location IE 210/401 intersection
7	by any means necessary to keep the community in the know
8	Local News Paper
9	We should have the ability and willing to do all

County External Communications



Answer Choices	Responses
Emergency Alerts and Notifications	59.4% 139 responses
Board of Commissioners Meetings & Public Hearings	43.2% 101 responses
Budget Information	44% 103 responses
Upcoming Capital Projects	35.9% 84 responses
Updates on Current Capital Project	36.8% 86 responses
Events & Programs offered by County Departments	73.9% 173 responses
Services offered by the County	76.5% 179 responses
Volunteer Opportunities	53% 124 responses
Employment Opportunities	44.9% 105 responses
County Initiatives	40.2% 94 responses

Response #	Other
1	Health Department has a full staffed pediatrician and provides full service care
2	Define departmental services (ex. this dept offers "x" service)
3	Cost of living raise for employees
4	I think some citizens still do not know what services are available or where they can find assistance.
5	Fun things & activities for the family in the county
6	more notifications of recreational events for children
7	All the above

County External Communications

What recommendations do you have to help us improve our overall communication efforts?

42 responses

Response #	Other
1	None
2	Newspaper, billboard, etc
3	see above
4	More frequent updates regarding capital projects, services and events going on throughout Harnett County.
5	do not rely solely on social media to get word out to the public. solely utilizing facebook is not an appropriate medium to relay important information to the public in regards to important happenings (such as inclement weather notices, closed roads, board meetings, etc)
6	Community reachouts. Always have the information ready to give out to the community. You can't make them show up but you can make them aware!
7	none at this time
8	Highlight different departments and services offered to citizens through social media
9	Consistent communication to all Harnett County citizens by means listed above.
10	Keep up the good work Ashley!
11	I think that it would be nice if the county could find ways to reach out to both new and long term residents to let them know what is available in the county and inform the public on how to stay connected.
12	Department head meetings cover a lot of activity in the County - not all DH share notes from these meetings with staff - as an employee, it is sometimes embarrassing to be asked about something going on in the County by a citizen and be unaware. If you want the public to view us as unified - then make more efforts to keep employees informed. It may help morale.
13	Just keeping folks aware of what is going on in a variety of avenues to meet the varying ways people get information now.
14	NA
15	I think that the County does a lot with social media and websites. I think that there may be a breach in communicating to those that do not have access to the internet or that live on the western side of the county that do not have access to the closer exposure of the main cities on the east side. Maybe more on foot communication to those area's, meeting in those area's or for the individuals that cannot access internet.
16	No
17	West side of county has very little "public" communication. Typically Fayetteville news
18	Keep in mind that not all residents and/or employees in Harnett County maintain or have access to social media accounts. Current information should be available through all media platforms so that it is accessible to the public as a whole.
19	Leadership to be transparent with department heads, and managers. This will help lower level leaders deliver the right message to citizens, and staff.
20	using social media

County External Communications

What recommendations do you have to help us improve our overall communication efforts?

42 responses

Response #	Other
21	Communications inside departments is non existent. You would think we worked for the CIA or NSA. Topics will be brought up at staff meeting or the will say" we are working on something but can't discuss it" be transparent. We are working on obtaining better ambulances that have more room for patient safety and comfort (for ex). We won't know if they are approved until after the budget is approved. It causes a lot of rumor that is detrimental to the county and employee morale.
22	A lot of the older generations do not have access to social media. More information should be made on the news level.
23	More info provided via social media, newspaper, and newsletters.
24	N/A
25	Not sure - more and better signage perhaps. "Hearing Pending" signs are too small and do not make clear visible statement of when they are happening.
26	Already doing a good job
27	I think we are getting better with what we communicate and how, it's just finding the most effective platforms for that communication. Look more to residents' opinions, etc. about their preferred methods of communication.
28	County did a good job countering the information that was flying through FB during the Hurricane's which helped stop rumors and reassure folks with facts.
29	Whenever accusations are made in the paper or letters to the editor, these need to be answered w/ the county's perspective more quickly. Also, if capital projects are advertised as being funded, then start dates & completion dates should be updated & if there are delays then those delays should be noted as well and explained.
30	More social media pushes
31	Not sure how to make it better, put if was on your webpage would be easier for everyone to see it
32	communication is vital in all aspects, the more informed the citizens as well as the employees are the better the County can function. Even information that some may feel isn't relative, others may view that different. Brief, informative information always is a best practice.
33	n/a
34	I think agencies within the county need to have quarterly meetings together to discuss each other's programs, events, etc to help the citizens of Harnett County.
35	Planned public discussions annual meetings between departments that work hand in hand ex. clerks office da office sheriffs office probation
36	na
37	Everyone should be aware that every citizen is different we should adapt to there needs
38	none
39	There are times of the year when you normally have a lot of the same questions or topics from people in the community. I think it would be good to have a FAQ section that can highlight the most common questions during those times of the year and share them with county departments so we can help share those FAQs.
40	Currently do not have any other ideas

County External Communications

What recommendations do you have to help us improve our overall communication efforts?

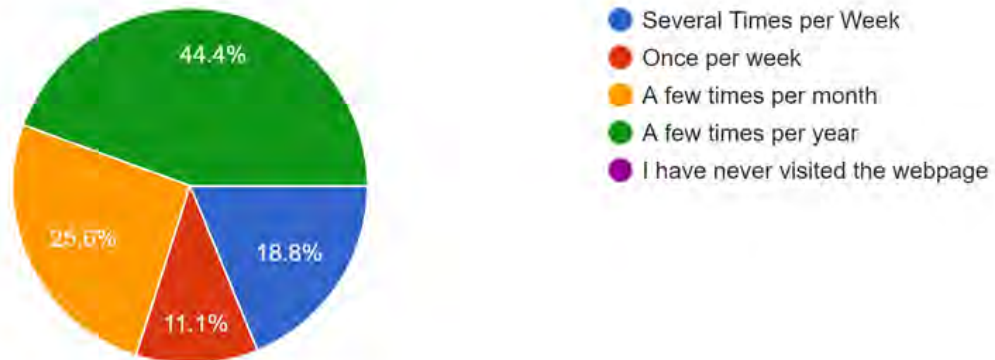
42 responses

Response #	Other
41	The county needs to be more informative with it's citizens, it does not need to take the stand that this happend with out the citizen's knowing and then the citizen is responsible both monetary and physically correction of problem, while the county states they had no idea of what is going on
42	While amping up the social media presence is wonderful, many residents in this county still do not maintain a social media presence either due to access issues or simply by choice. County information should be available through all available media forums at the same time.

External Online Communications

How often do you think citizens visit the Harnett County webpage?
(www.harnett.org)

234 responses

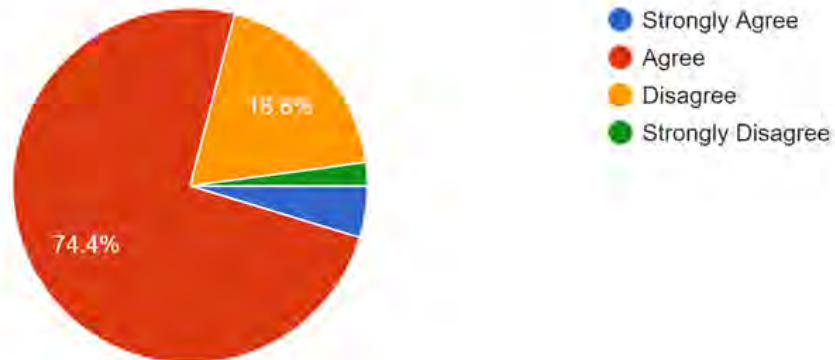


Answer Choices	Responses	
Serveral times per week	18.8%	44 responses
Once per week	11.1%	26 responses
A few times per month	25.6%	60 responses
A few times per year	44.4%	104 responses
I have never visited the webpage	0%	0 responses
Total	100%	234 responses

External Online Communications

Do you think citizens think information is easy to find on the Harnett County webpage?

234 responses

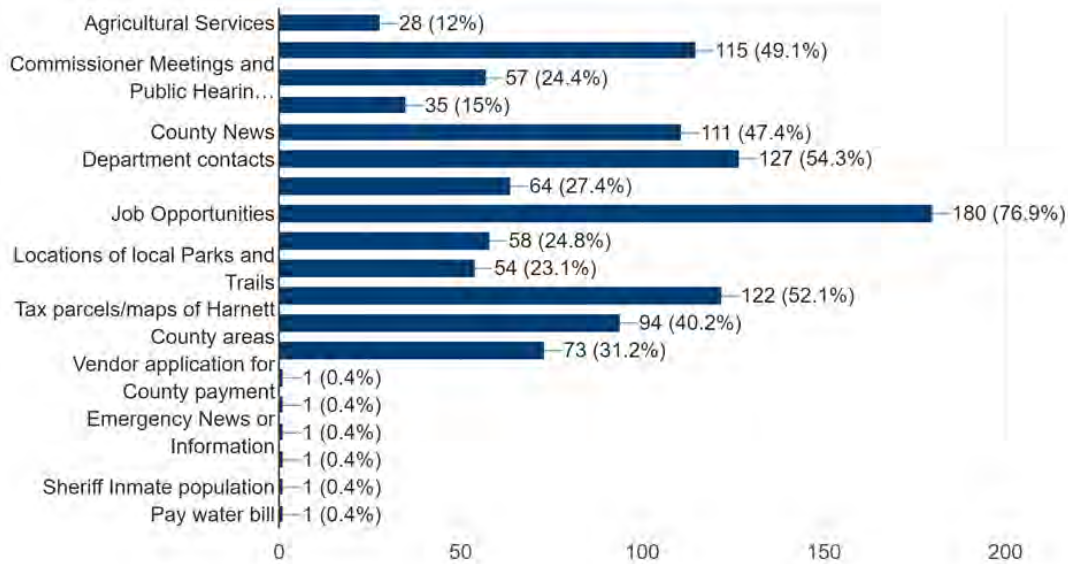


Answer Choices	Responses	
Strongly Agree	4.7%	11 responses
Agree	74.4%	174 responses
Disagree	18.8%	44 responses
Strongly Disagree	2.1%	5 responses
Total	100%	234 responses

External Online Communications

Why do you think citizens visit the Harnett County webpage?

234 responses



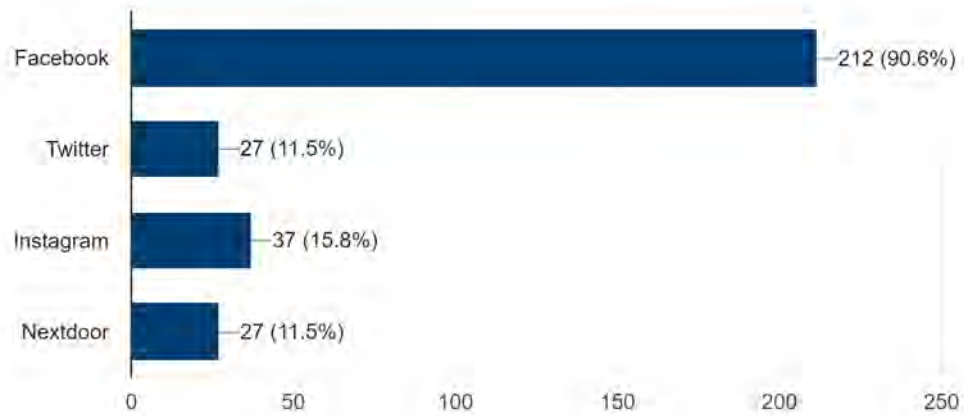
Answer Choices	Responses	
Agriculture Services	12%	28 responses
Animals available for adoption	49.1%	115 responses
Commissioner Meetings & Public Hearings	24.4%	57 responses
County Budget	15%	35 responses
County News	47.4%	111 responses
Department Contacts	54.3%	127 responses
Development Permits/applications	27.4%	64 responses
Job Opportunities	76.9%	180 responses
Landfills & Convenience Centers	24.8%	58 responses
Locations of local Parks & Trails	23.1%	54 responses
Services offered by county departments	52.1%	122 responses
Tax parcels/maps of Harnett County areas	40.2%	94 responses
Upcoming events on the community calendar	31.2%	73 responses

Response #	Other
1	Vendor application for county payments
2	Find department contact numbers or to complain
3	Emergency news or information
4	Social Services
5	Sheriff inmate population
6	Pay water bill

External Online Communications

Which of the county's social media pages do you follow?

234 responses

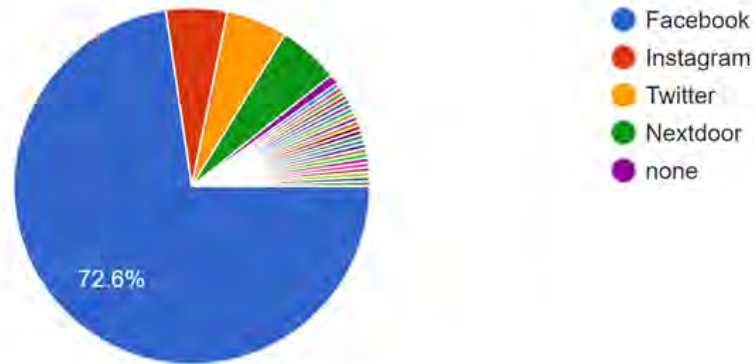


Answer Choices	Responses	
Facebook	90.6%	212 responses
Twitter	11.5%	27 responses
Instagram	15.8%	37 responses
Nextdoor	11.5%	27 responses

External Online Communications

Which social media platform do you think is best to communicate information to citizens?

234 responses



Answer Choices	Responses	
Facebook	72.6%	170 responses
Instagram	5.6%	13 responses
Twitter	5.6%	13 responses
Nextdoor	5.6%	13 responses
None	0.9%	2 responses
Other	9.7%	23 responses
Total	100%	234 responses

External Online Communications

Response #	Other
1	There are a lot of citizens myself included that do not follow any social media
2	My suggestion would be to use them all
3	All....I think each platform covers a particular age bracket and/or gender
4	Most older adults and many clients DSS serves do not follow social media
5	I believe that the county should use a mix of all platforms
6	The above question made me give an answer and choose one even though I don't follow any of these and am willing to bet anyone over mid 50ish doesn't either
7	All
8	Don't do SM
9	TV & Newspapers
10	All platforms of social media, website, & print media
11	I do not use social media
12	Paper
13	Newspaper for senior citizens
14	News or newspaper
15	Combination of all of these as I think they all do slightly different things. Pure information would be Facebook and NextDoor. Updates on ongoing projects would be Instagram and Twitter. Emergencies/Bulletins/etc. would be Twitter and Facebook.
16	None In fact, none apply above. Had to answer to move along.
17	No idea
18	I am not sure
19	All of the above
20	Again we need to be able to communicate with all
21	Harnett county webpage
22	The middle age and older do not look at those listed above, social media is not a legal means of information. It for the most part is untrustworthy and that is the main reason it is not utilized
23	all should be utilized however not all people choose to have social media accounts. a county bulletin board should be added to website w/ up to the minute posting as well

External Online Communications

What recommendations do you have to help us improve our online communication efforts?

48 responses

Response #	Other
1	None
2	More frequent updates
3	think those who are really interested will see out the information. Others will not. Most citizens do not know about Nextdoor so information about that would increase knowledge and use.
4	Not all people utilize social media. Provide the same information across the board on both the county website AND social media platforms. Make it available to the public on all mediums and through public notices through the local press. Also, the question about which social media page I follow, NONE was not an option. I do not utilize social media and I do not subscribe to any of these options.
5	Post more often. Let the upcoming events/meetings be known several times prior to date and then reminders on the day of.
6	None at this time
7	I think the county is doing well at getting info out
8	Better access to online communication (availability and services).
9	I think the county should have one site as the main gateway for information and make sure that the use of all other platforms drive traffic to the main website
10	not sure - social media is definitely the current communication - but don't forget our elderly population that is not comfortable with this trend.
11	Don't get so caught up in the newest thing going and forget the old faithful things that have always worked in the past. Technology can take away the personal touch.
12	None
13	Depends on age group. Middle age to older adults use Facebook, younger other forms of social media
14	Develop a Harnett County App that can be used to deliver information for citizens
15	Direct email contact
16	I DO NOT FOLLOW HARNETT COUNTY'S SOCIAL MEDIA AT ALL, THERE WAS NOT AN OPTION FOR NONE OF THE ABOVE.
17	social media cannot be solely relied on to reach the public with important information. I do not have a social media presence and yet "None" was not an option for the 4th question. Realize that either due to age and/or personal choice, not everyone advocates use of social media.
18	Feature departments monthly to inform citizens what we actually do. Information on county website is bland in certain areas.
19	Keep Emergency announcements or info in the forefront of everything. Advertise the new app, make that info very 'in your face' like a spot on our website homepage that is permanent
20	Using Nextdoor is a valuable platform that gets information to groups in various communities throughout the county. I think the entire county would benefit from Nextdoor.

External Online Communications

What recommendations do you have to help us improve our online communication efforts?

48 responses

Response #	Other
21	See previous answer. Information is one of the keys to keeping people happy. Stopping working in secret. We are public servants everyone of us. We aren't the rulers of the people. The citizens are and they should be entitled to ALL information
22	you are doing great. Keep up the great work you are doing to keep the citizens informed.
23	Some citizens are not able to access online information
24	More educational information on county departments and services available. Perhaps highlight one department per month / week? More information on educational opportunities provided by the county i. e. caregiver support groups, GRASP meetings and services.
25	low income families do not usually have access to web except on their phones. most would not spend time looking at county info this way. Newsletters to citizens would be good maybe 2 times a year about events & happenings.
26	More user friendly
27	I think that it is awesome
28	Inform the county residents thru usps that there are other ways to receive county information. I do not follow any social media yet I had to answer the question above
29	Event photos of past events help to promote upcoming events
30	consistency and true engagement- comment on posts, ask for feedback, share opinions, etc.
31	keep website up to date and change it often so folks know that it is being monitored.
32	Special appearances on local TV.
33	Just more of it. Brag more on the county so people feel better about it.
34	More posts
35	Your willingness to improve communicate to the public
36	change the county webpage to make it more user friendly. Sometimes it is difficult to navigate if you aren't familiar with the headings certain items may fall under
37	The department pages are terribly outdated; I think someone who is well versed with social media and the internet needs to step in to each department and help take over the websites.
38	Keep moving in the direction you are.
39	n/a
40	continue keeping all information up to date
41	Just keep using Facebook. That is an easy way to share information.
42	I do think that the Harnett County website needs to be updated with more current information in regards to services, etc each departments has. I think posting information on social media is a great idea and will continue to be however of course we still have a lot of elderly that do not use internet to depend on county events, etc.

External Online Communications

What recommendations do you have to help us improve our online communication efforts?

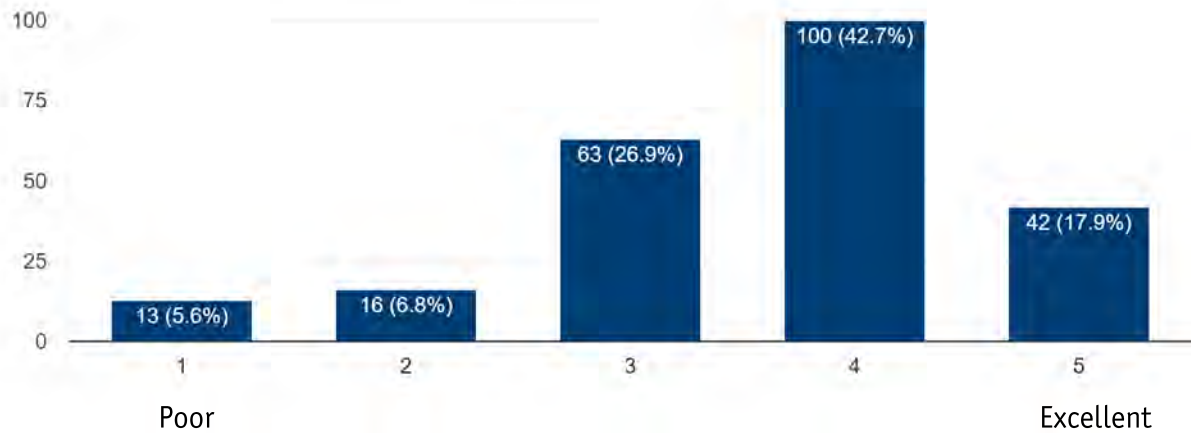
48 responses

Response #	Other
43	na
44	easier navigation
45	When you have important information to get out, ask county departments to share on their departmental Facebook pages. This will help get more of the public involved. A great example of how this works well was the spraying for mosquitoes and working to let local bee keepers to be prepared to protect their hives. The information go out and the community could then follow up with questions from Cooperative Extension on how to prepare or ask other questions related to the spraying.
46	It's good
47	Harnett County should have an app that sends out all communications that you so chose to sign up for, not an app for each individual department.
48	utilize your website better. do not rely solely on facebook or twitter to reach residents.. implement an alternative for up to date postings on the county website such as a bulletin board.

Internal Communications

How would you rate Harnett County government's communication with its employees?

234 responses

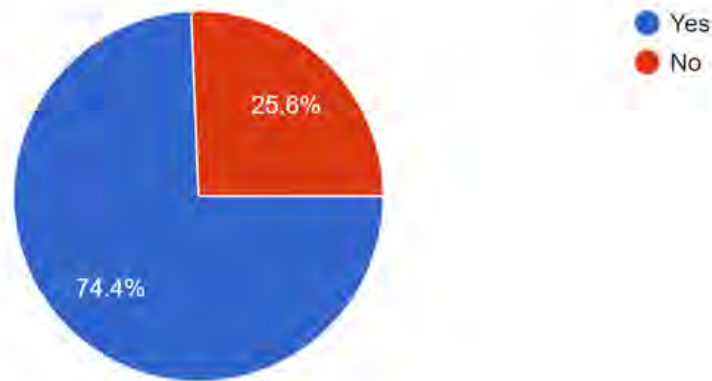


Answer Choices	Responses	
1	5.6%	13 responses
2	6.8%	16 responses
3	26.9%	63 responses
4	42.7%	100 responses
5	17.9%	42 responses
Total	100%	234 responses

Internal Communications

Do you feel that you are kept informed on the most current county initiatives, programs, services, and events?

234 responses

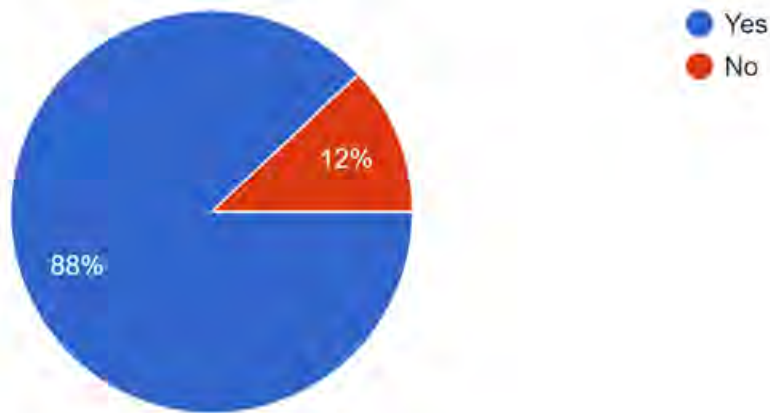


Answer Choices	Responses	
Yes	74.4%	174 responses
No	25.6%	60 responses
Total	100%	234 responses

Internal Communications

Do you read the monthly employee newsletter "Harnett Connect"?

234 responses

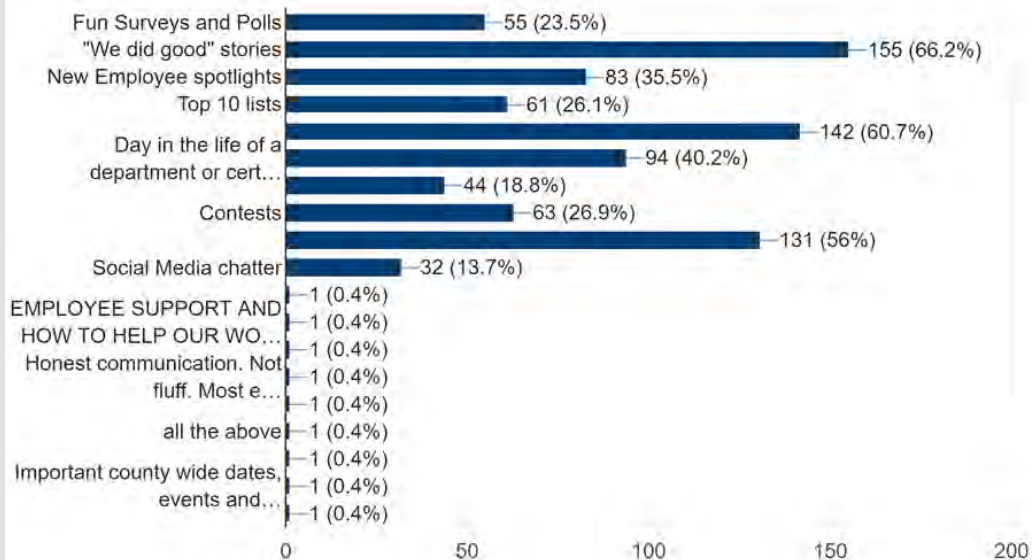


Answer Choices	Responses	
Yes	88%	206 responses
No	12%	28 responses
Total	100%	234 responses

Internal Communications

What type of information would you like to see included in the employee newsletter?

234 responses



Answer Choices	Responses	Count
Fun Surveys and Polls	23.5%	55 responses
"We did good" stories	66.2%	155 responses
New employee spotlights	35.5%	83 responses
Top 10 lists	26.1%	61 responses
Highlights of local businesses, attractions, and entertainment	60.7%	142 responses
Day in the life of a department or employee	40.2%	94 responses
Quotes or jokes	18.8%	44 responses
Contests	26.9%	63 responses
Section for employees to submit questions	56%	131 responses
Social Media Chatter	13.7%	32 responses

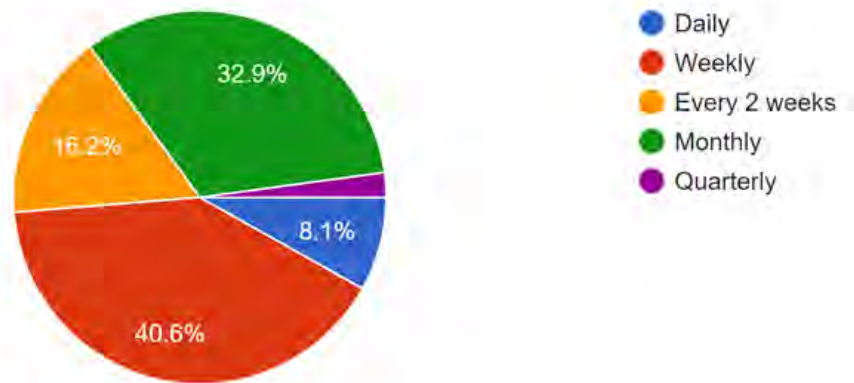
Internal Communications

Response #	Other
1	update on events/programs in each dept - an FYI area for employees on county business (highlights from the DH meetings?)
2	EMPLOYEE SUPPORT AND HOW TO HELP OUR WORK ENVIROMENTS BETTER
3	I don't read this Honest communication. Not fluff. Most employees don't care who got hired in another department. That might be good for communication in that department. But people want to know what's going on in the county and in their job especially things that would affect them. Pay raises, promotions, etc. in EMS we are told their is an "event" to sign up for but not what the event is. If you ask, then you are told don't worry about what it is just sign up. That's poor communication.
4	
5	All of it, although I know all of these sections couldn't be done every time. So, a rotation of these features would be fun.
6	All the above
7	information about recreational events within the county
8	Important county wide dates, events and deadlines
9	All

Internal Communications

How frequently would you like to receive email updates on county initiatives, program, services, and events?

234 responses

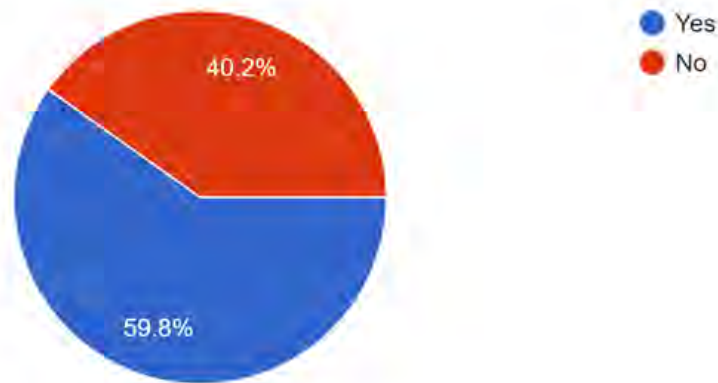


Answer Choices	Responses	
Daily	8.1%	19 responses
Weekly	40.6%	95 responses
Every 2 weeks	16.2%	38 responses
Monthly	32.9%	77 responses
Quarterly	2.1%	5 responses
Total	100%	234 responses

Internal Communications

Have you visited the Public Information page on Harnett County's webpage to get updates? (<http://www.harnett.org/publicinfo/>)

234 responses



Answer Choices	Responses	
Yes	59.8%	140 responses
No	40.2%	94 responses
Total	100%	234 responses

Internal Communications

What recommendations do you have to help us improve our internal communication efforts with employees?

39 responses

Response #	Other
1	None
2	weekly updates, notify us of new hires and those that leave in a timely manner
3	Share info directly with employees. I would like to have an annual event for county employees and their family maybe in the fall or spring. Information is often conveyed to supervisors and it is at their discretion of how, when and IF they disseminate that information to employees. Often times, employees find out by word of mouth from other departments' employees, friends, or family rather than directly from the source. Important information affecting all employees, should be provided directly to all employees. Supervisors should not be relied on to convey important county information. ESPECIALLY during emergency weather situations when shelters are opened. Road closures, open shelters, etc., should be provided either via county email or posted on the website AND social media in real time to allow appropriate response time from employees - most especially DSS employees who are required to work these shelters. These employees need to know the safest way to and from a shelter, downed power lines, shelter closures, etc.
4	
5	none at this time To me the breakdown comes within departments. Prime example....Munis/Tyler. I know we are all busy, but it would be nice to get bi-weekly/monthly emails or from finance regarding Tyler support issues even if it is to end-users only or a monthly skull session of end-users.....problem solving, tips and tricks, short-cuts, etc. Also, it would be nice if dept heads communicated to staff after the department head meetings to fill staff in on what is happening within the county. Or it would just be nice to have staff meetings to be in the loop regarding what is going on in the departments we work in/for.
6	
7	don't like it when people outside of our agency know things that we have not yet been told. The Department head should share non-confidential information faster instead of hearing it on the street
8	I think it would be a great benefit for HR to make new hires aware of our website and guide them through it as a part of the first day orientation. I know we include this with our new hire training. Could be helpful for other departments as well who may not have a new hire trainer.
9	I would love to see the internal communication efforts start to involve more ways to connect employees within the departments through contests (i.e. weight loss, activity tracking, water drinking, etc) and shared photos (i.e. Halloween costumes, office holiday decorations, donation drives, etc)
10	I think I've already covered this in other responses
11	I think you do a good job of keeping us informed for the most part with co. wide emails.
12	NONE
13	WHEN A EMPLOYEE COMPLAINS ABOUT A SUPERIOR TO HELP COMMUNICATE ON THE ACTIONS FOR THAT SUPERIOR AS WELL BECAUSE SOME COWORKERS SEEM NOthin IS BEING DONE. WHICH CAUSES THEM TO LOSE FAITH IN THE HIGHER UP SUPERIORS WHO ARE SUPPOSE TO HELP WITH THE ISSUES AT HAND.
14	DEPARTMENT NEW LETTER INSTEAD OF SEVERAL WEEKLY EMAILS

Internal Communications

What recommendations do you have to help us improve our internal communication efforts with employees?

39 responses

Response #	Other
15	supervisors should not be solely relied upon to convey department specific information. many often do not provide necessary information or fail to provide the information in full. this creates a miscommunication of information & causes a chain reaction which then trickles out into the community.
16	be more transparent, communicate with department staff. Be courteous, and visit each department to see how they operate, and what their needs are.
17	In my humble opinion, the harnett.org homepage is not for us employees it is for the public and if I want information say during a hurricane then that needs to be front and center. What news is there? What is going on right now with a bad storm, is there an alert? I do not think people want to navigate to find info that they potentially need. Especially information that we as a county want the citizens to know then we shouldn't make the citizens search it out, we should present it to them.again, my humble opinion.
18	sending information and updates directly to employees via email
19	See previous responses. Communicate and then listen to your employees. If your employees want life pack monitors and it's time to replace the current ones why buy zoll monitors. When patents aren't getting any smaller why does a supervisor ride around on a bariatric truck and then not bring it to a call when you request it? The bariatric truck should be at the transport base. Why buy an ambulances that we can barely fit our equipment in and where the patients are uncomfortable and hitting their elbows etc n cabinets. Where equipment can't be secured due to lack of space. Computers sitting on counters, monitors sitting on floors. These things all become missiles when wrecks happen. Oxygen cylinder compartments that are broken and won't latch. Repairs are never made to help secure things. Repairs aren't made for climate control systems. I the summer the a/c doesn't work on several units and in winter the heat. Even though patients complain and employees complain you can't get a different truck because we have limited spares. We have purchased the low bid for many years and our trucks show it.buy quality that holds up
20	Department heads to improve their communication efforts with staff
21	more personal communication from leaders
22	Just let county employees know where information can be found
23	None already good
24	I think it's pretty good already. Any time multiple items/features/etc. could be included in one document/email/etc. is great.
25	It was nice to get minutes from the Dept. Head meetings
26	Make sure that nothing comes out in the paper BEFORE the county staff knows about it...Make sure that emails go out to everyone before something large is in the paper.
27	communicate with employees before public, many times things are posted online before employees are notified
28	send information directly to employee
29	Reduce the number of emails but increase the amount of information in a single email
30	Don't depend on dept heads to disseminate information from their meetings.

Internal Communications

What recommendations do you have to help us improve our internal communication efforts with employees?

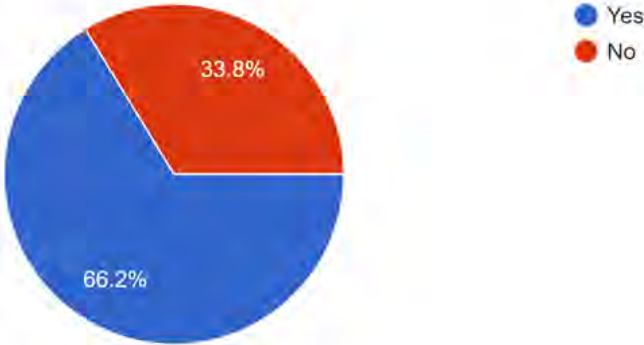
39 responses

Response #	Other
31	n/a
32	I think employees need more incentive to remain Harnett County employees like contests, weight loss programs that give prizes and so on. The 1.33% evaluation raise is great especially since Harnett County hadn't anything like that in an extremely long time but compared to other counties and/or businesses that give more incentives, it's almost not enough to continue to keep people as employees especially for the younger generations.
33	na
34	Get away from the Knowledge is power mind set and remember we are a team
35	none
36	In Cooperative Extension, we get a monthly video update from our state director that includes important information for the upcoming months and highlights of past events. It is normally short, 4 to 5 minutes, but is fun to watch. I would like to see something like this from the county because the video will help people connect better than just reading the same information in an email.
37	It's good
38	not known
39	do not rely on management to relay information to subordinates. it does not happen.

Marketing and Branding

Do you think Harnett County has consistent branding efforts among county departments?

234 responses

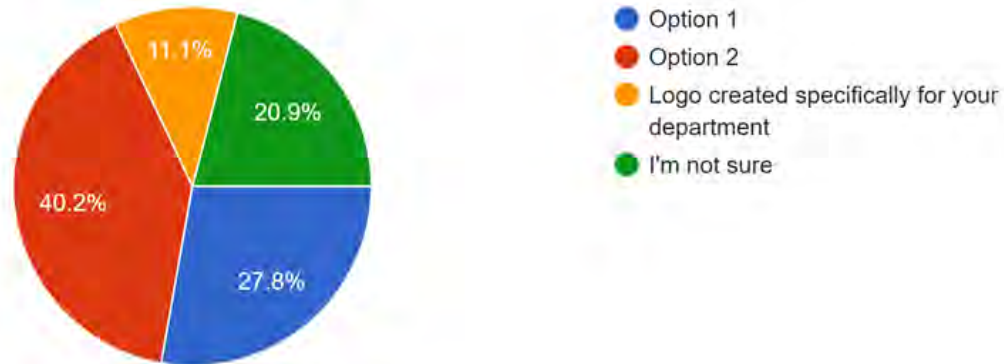


Answer Choices	Responses	
Yes	66.2%	155 responses
No	33.8%	79 responses
Total	100%	234 responses

Marketing and Branding

Which logo does your department use on promotional items?

234 responses

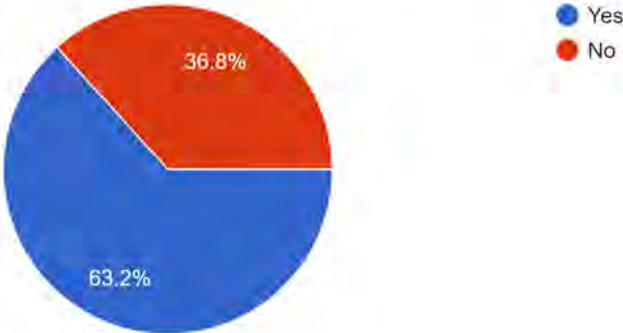


Answer Choices	Responses	Count
Option 1 (Tree not in box)	27.8%	65 responses
Option 2 (Tree in box)	40.2%	94 responses
Logo created specifically for your department	11.1%	26 responses
I'm not sure	20.9%	49 responses
Total	100%	234 responses

Marketing and Branding

Do you think your department would benefit from having a marketing and communications resource guide that in...ates that can be customized by staff?

234 responses

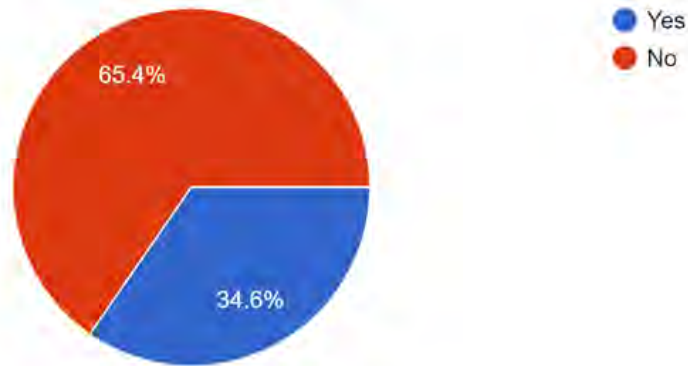


Answer Choices	Responses	
Yes	63.2%	148 responses
No	36.8%	86 responses
Total	100%	234 responses

Marketing and Branding

Have you seen the county's "Come Write Your Story" promotional video?

234 responses



Answer Choices	Responses	
No	65.4%	153 responses
Yes	34.6%	81 responses
Total	100%	234 responses

Marketing and Branding

How would you describe the Harnett County brand?

225 responses

Response #	Other
1	Good
2	Not sure
3	Ok
4	Good
5	Great
6	Good
7	Na
8	n/a
9	n/a
10	Nice
11	okay
12	I don't know
13	Recognizable
14	plain
15	Excellent
16	.
17	Ok
18	Basic
19	Information
20	I like it
21	No description
22	It's good
23	Small town, rural
24	Boring, nondescript
25	1
26	Simple but applicable
27	It is good
28	All about Harnett
29	Small county
30	I'm not sure
31	effective
32	IDK

Response #	Other
33	Modern
34	One of a kind
35	Bold and strong
36	unique
37	None
38	great
39	Simple & neat
40	Simple and clean
41	NA
42	Could be less bland
43	Continuance growth
44	Positive & descriptive
45	No answer
46	Clean and simple
47	No opinion
48	Harnett County
49	Don't know it
50	Good
51	love
52	Simple
53	Alright
54	Clean
55	No preference
56	What brand???
57	It's fine
58	We need a better logo
59	...
60	Family
61	Its fine
62	Un
63	I like the tree emblem
64	Nice but slightly dated

Response #	Other
65	Poor
66	Very nice
67	Just okay
68	unique
69	nonexistent
70	I thank its good
71	Easy to identify
72	Very good
73	Don't know
74	Simply, clean
75	Unsure
76	Bland
77	I DON'T KNOW
78	Great
79	Don't know
80	No
81	It works just fine
82	Appropriate
83	Forgettable
84	I have no idea
85	Welcoming
86	Awesome
87	Opening to the public
88	Okay
89	Recognizable
90	Good
91	Nice
92	excellent
93	Good
94	acceptable
95	.
96	Brand?

Marketing and Branding

How would you describe the Harnett County brand?

225 responses

Response #	Other
97	It's okay
98	Na
99	Good
100	Excellent
101	Good
102	Basic
103	nice
104	Eye catching
105	great
106	Outdated
107	Like it
108	inviting
109	It's nice
110	Plain
111	Evolving
112	Informational
113	It's okay
114	Informative & exciting
115	n/a
116	I like it
117	Okay
118	Nice
119	Not sure
120	Recognizable
121	Not at this time
122	Neat
123	I'm not sure
124	Average
125	Not sure
126	On point
127	Good
128	I LIKE IT

Response #	Other
129	Good
130	Community Strong
131	Functional
132	Simple & friendly
133	Fine
134	N/a
135	It is eye catching
136	I don't know
137	Not sure
138	Good
139	Good
140	Null and void
141	Nice
142	Good...
143	Adequate
144	Good
145	Informational
146	Boring
147	n/a
148	Pretty solid
149	Okay
150	Fine no need to change
151	?
152	Hometown living
153	Strong
154	none
155	Not sure
156	Somewhat outdated
157	Ok
158	Out dated
159	excellent
160	Do not know

Marketing and Branding

How would you describe the Harnett County brand?

225 responses

Response #	Other
161	I think it's a good concept and the efforts seem to be there to go forth with it however, Harnett County still needs to catch up with other counties. We need a YMCA/aquatic center, more recreational opportunities for children of all ages and social status and more restaurants, not just more banks, gas stations and subdivisions put up. We are in the middle of Ft. Bragg and RTP where people are continuously moving here to "live in the country." However, the "rural" area is slowly disappearing but citizens are still driving to other counties to shop, eat, and join other counties' recreational programs. As a person who has been a Harnett County resident from birth, I have seen so much growth within the county but it's not all positive growth and it would be nice to be able to see Harnett County be known for more.
162	Easy to read and love the colors
163	It depends on the department you are looking for.
164	Strong Roots, New Growth...that's what comes to my mind first.
165	I like the Strong Roots New Growth Branding
166	Respectable & professional
167	It is simple and straight to the point
168	Solid
169	Good ole boys politics
170	time to upgrade the logo to reflect where we are heading, along with incorporating part of our past
171	No comment
172	the logo looks like a pitiful mushroom. that is supposed to be a tree right?
173	na
174	I think it is fine
175	Do not know
176	I like it
177	It's okay
178	I have no opinion
179	Good
180	n/a
181	I do not feel that Harnett County really has a brand
182	This is a difficult questions due to there not being much of a push on the HC Brand. The most "brand" that has been pushed is Harnett Regional Water.
183	I like it and feel that people recognize it has Harnett County when they see it.
184	Well received by the community
185	I know it's strong roots, new growth, I know about the tree that the logo was founded on, the way you can use the colors, etc.

Marketing and Branding

How would you describe the Harnett County brand?

225 responses

Response #	Other
186	I prefer the old logo. The new one (without the proper color blocking) does not resemble a tree and takes a second look to understand what it is. I believe Harnett County needs better branding. And changes to logos or other county wide images should be voted on by employees before implementation - may take a day or two longer to implement changes but would save money in the long run if you're not having to change up these images after realizing they're not as effective as originally thought. For example, the new logo on the white county vehicles does NOT show properly, is not aesthetically pleasing, and fails to make the proper impact due to the white background. The eye should be drawn to the logo, it should be easily recognizable. Due to the lack of color, it no longer is and the tree is hard to discern.
187	I like it. It is simple and I like that.
188	the general public seems to have a negative view of this county.
189	Fits with Harnett County being close to Wake, but yet smaller
190	Trust worthy and very dependable.
191	On the verge of being progressive but still rural in many aspects and needs to stay that way.
192	I feel like the brand identity is still being created/communicated so it's harder to pin point at this time but I feel that the goal is/should focus on a mix of "hometown strong while growing" message. The "Come Write Your Story" video was a perfect example of this.
193	I assume you mean brand for internet service, not sure of what was meant by branding efforts either assumed the same as this. If that is the case good. I get service most every where I go
194	Dated but on the road to improvement.
195	It tends to favor the east side of the county more than the western side.
196	Recognizable. I have found that some uses of the tree emblem are reversed.
197	If there's a new one get it out to everyone.
198	I think it is appropriate. We have had a lot of new growth.
199	Good. For the fact that it is not overly in your face as with some counties like....Wake. Let's keep hands-off on a lot of things and be a supporter of a lot of community events but not interfere like others do. We have a hometown feel and a rural feel, let's keep it
200	Lacking. Tell me why we are worried about branding and marketing when we can't get quality equipment? Seems the county is too worried about appearance and not substance
201	It is a good brand that could be customized to fit each department
202	I don't have the right verbiage to answer this questions.
203	Services and employees that are geared towards helping the citizens of Harnett County.

Marketing and Branding

How would you describe the Harnett County brand?

225 responses

Response #	Other
204	okay however, not sure on WHY was the logo changed for the Harnett County the decal now is @ the point that you cannot see the logo as option 2 especially on white vehicles that the county has for employee's to drive.
205	Welcoming & Friendly; Home away from home.
206	One that is active and growing
207	Not sure what the brand is? That is the problem. Did not know a "brand" existed.
208	Proud past and bright future
209	Harnett County encourages new growth.
210	I like it, however I'm not sure the Harnett citizens are too concerned about it.
211	Balancing new growth with our existing structures.
212	I like it - its simple and widely used
213	bed room community , community minded
214	we are a small community
215	Appropriate for the type of community
216	Charming and reflects nature/agriculture
217	Commendable. I've had people comment positively on the logo.
218	Simple, but ready to grow
219	It is different but with the river being so popular and the center attraction along with Raven Rock it seems distant for the citizens to relate it to us
220	I like "strong roots new growth".
221	I think it needs to make more of a statement. Does not say enough about our county. It needs to "POP". Use the Cape Fear River as a theme. The river runs through our county seat and flows to the ocean.
222	I like the "Strong Roots, New Growth" slogan. But, generally speaking, a more unified branding campaign would be good. More updated and streamlined forms, applications, etc.
223	we don't really have one that i am aware of
224	It doesn't know what it wants to be and tries to hard to replicate other counties. By replicating others it becomes indistinguishable.
225	I honestly thought it was just for business purposes. I did not know it was a brand.

Marketing and Branding

Do you have any suggestions on how we could enhance our marketing and branding efforts county wide?

47 responses

Response #	Other
1	No
2	No
3	Na
4	Not at this time
5	None
6	Billboard
7	No, sorry not my area of expertise
8	<p>More billboards especially for the Health Dept. to let our citizens know what programs and services are available to them.</p> <p>Better communication and cooperation between departments would be a good start. Since the departments do not commingle often it is viewed as "us against them" rather than a large team. We're all here for the same purpose - to provide services for the residents of Harnett County. We need to love our county. We need to love our job. And we need to be able to convey that to the constituents of this county. But there's often little to no interdepartmental communication. Many employees feel excluded or cut off from other departments and so there is no feeling of teamwork or comradery.</p>
9	
10	<p>I think a resource guide would be beneficial to all because each department head and departmental employee needs to know what you can and cannot do with the logo/brand (colors, which tree to use, etc.). If this is shared with department heads there is a breakdown when sharing this important information to staff.</p>
11	<p>We need a campaign to promote pride in being from Harnett County. Something to bring people more together</p>
12	<p>maybe a logo or saying about the county.</p> <p>I think a key element to remember is the wide demographics of the area and the various ways to connect with those groups using multiple outlets. While some generations may get most of their information from the newspaper and some get their updates on Facebook, there may need to be more effort placed on how to reach those that do not use social media or subscribe to the daily record. Also, a campaign may be needed to reach new residents and residents of the areas outside of the major towns.</p>
13	
14	<p>I think the development of new residence and services will answer this question.</p>
15	<p>By wearing our County shirts</p>
16	<p>no</p>
17	<p>Create or modify the tree emblem in a way to incorporate specific departments so the root emblem (tree) is identified and the department can also be identified</p>
18	<p>Consider more distribution items to the public. We attend public events but nothing really to give out to promote the county as a whole</p>

Marketing and Branding

Do you have any suggestions on how we could enhance our marketing and branding efforts county wide?

47 responses

Response #	Other
19	for one, the new logo does not have many fans. I've been asked if it's a mushroom or a stalk of broccoli. two, if you're wanting to market our county then provide promotional information and items to all departments. the library gives out county branded items and yet larger departments dealing with more individuals have nothing... social services should have access to these items. child support could benefit from doing a monthly drawing for a county cup or pair of sunglasses or umbrella to non-custodial parties who PAY their support regularly - like a reward or recognition for a good job so to speak. or a random drawing for a custodial party or child to receive a basket of Harnett county pens, pencils, note pads, etc., the month school starts back.
20	needs a bit of modernizing/updating
21	...
22	Involve department staff to improve our brand
23	Maybe a once a year purely giving back to the community we serve (I know we technically serve them everyday). Like the trash pick up is good so couple it with something like a community hot dog lunch just free hot dogs to anyone who stops by.... goody bags with department info, new app info, a k9 showcase, 'touch a truck', sheriff and manager there.....a good community day.
24	I like what we currently have.
25	Leave it alone don't spend anymore money on it until we get quality equipment and get a logistics officer that actually does something. When he doesn't order something his excuse is it's on national back order even though other departments can't get the same supplies. He doesn't pulls supplies or deliver them. Trucks need repairs that he doesn't take care of. So what are we paying for?
26	not sure
27	the legitimate services the health department provides need to be promoted on a much higher level. unfortunately, those responsible for marketing and advertising our services are not clinical staff and cannot relate to the true clinical needs of the citizens of the county. i would love to see a change in how our clinical services, particularly our pediatric clinic, are portrayed within the community.
28	Using more than one "media" to get your information out to county residents.
29	Website
30	Seeing more actual faces! Not just names or nameless posts.
31	Market services available to local schools and colleges; maybe send a representative from the HD personally to deliver pamphlets.
32	no idea
33	New, more contemporary logo.
34	Harnett Co has so much that could be highlighted on various platforms, that would interest a vast audience. Also with Campbell/CCCC/Heritage Bible College..... there is a lot that could appeal to the younger population. Harnett Co also has a vast audience in broad age groups that other things in the county could help with branding. Broaden the Horizons

Marketing and Branding

Do you have any suggestions on how we could enhance our marketing and branding efforts county wide?

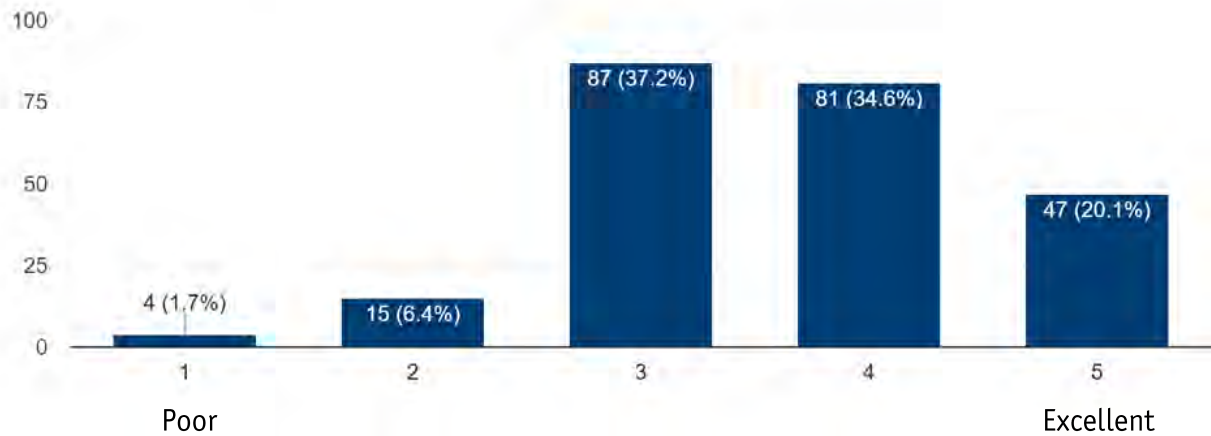
47 responses

Response #	Other
35	Change the logo to something more recognizable.
36	Get Rhett and Link to do some promos. Figure out how to better market the live / play aspect (IE the river ; park should help with this).
37	NONE AT THIS TIME
38	promotional items
39	Have more of a public outreach from every department, not just some of them
40	Not now
41	If there are items you want to get out to everyone, create the tools for each department to help get the message out with the branding that you want. For example if you have a message like the recent water billing issue, you could prepare social media blasts with the message you want to get out to the public and provide each department templates/ tools to post it on social media. This will ensure your message is getting out just the way you want the public to see it no matter which county department people see the story.
42	Just continue to evolve it
43	I do not have any suggestions.
44	NONE
45	all departments, if the a logo is to be displayed it needs to include the logo of HC not for the specific department, we are all one team
46	Emergency services could benefit from a PR officer and department specific social media accounts. I have worked in other counties that greatly benefited from having social media accounts and a PR officer to speak with reporters when news worthy events take place. Being visible on social media is great for recruitment and giving the public a window into what emergency services does on a daily basis which makes them more familiar and comfortable with us when we have to respond to their emergencies.
47	take direction from larger company's in-house branding efforts, request feedback from your workers. offer comp time/a day off/some other incentive for ideas which are utilized in Harnett county's rebranding efforts. let the employees know you want their feedback and make it fun.

Community Engagement

How would you rate your level of engagement between Harnett County government and its citizens?

234 responses

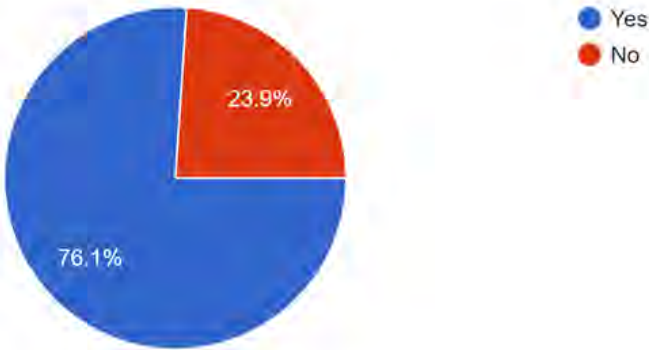


Answer Choices	Responses	
1	1.7%	4 responses
2	6.4%	15 responses
3	37.2%	87 responses
4	34.6%	81 responses
5	20.1%	47 responses
Total	100%	234 responses

Community Engagement

Do you think Harnett County government offers a variety of ways for citizens to engage in county initiatives, programs, services, and events?

234 responses

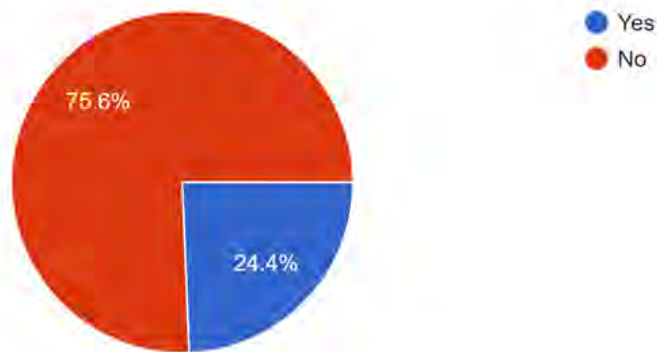


Answer Choices	Responses	
Yes	76.1%	178 responses
No	23.9%	56 responses
Total	100%	234 responses

Community Engagement

Did you know that Harnett County has an online email update subscription for citizens (Harnett Happenings)? <http://eepurl.com/gkqX2n>

234 responses

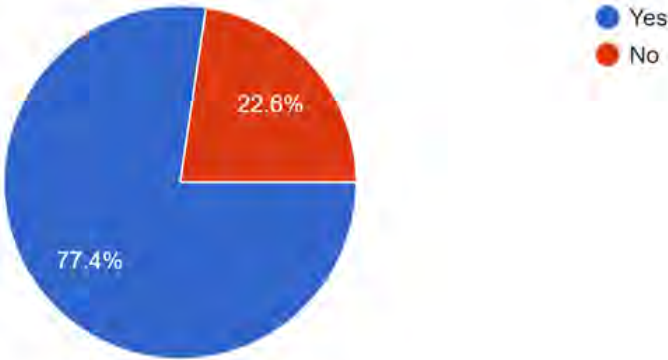


Answer Choices	Responses	
No	75.6%	177 responses
Yes	24.4%	57 responses
Total	100%	234 responses

Community Engagement

Do you think your department would benefit from giving presentations to community groups?

234 responses



Answer Choices	Responses	
Yes	77.4%	181 responses
No	22.6%	53 responses
Total	100%	234 responses

Community Engagement

What recommendations do you have to help us improve our community engagement efforts?

49 responses

Response #	Other
1	None
2	None
3	n/a
4	I have received a lot of information from Ashley Deans since she came on board. I think as PIO she is doing a great job of helping our department to get information out into the community.
5	I have received a lot of information from Ashley Deans since she came on board. I think as PIO she is doing a great job of helping our department to get information out into the community.
6	none at this time
7	I think the county is doing well with community engagement efforts.
8	I think biannual casual events with representatives from each department would be beneficial. Like regular meet and greets for people to come in and chat.
9	DSS does give presentations to community groups often.
10	More community festivals would provide a way to connect with the community while also providing an opportunity to talk to members of the public. Setting up a booth or having someone interact with the public at various local festivals for the same reason would also provide an opportunity to engage with the public face to face. Updating the website to create a more interactive and informative format.
11	Keeping folks aware "you can lead a horse to water, but you can't make him drink" and they can decide what they want and don't want to be a part of.
12	None
13	Community Outreach by EMS and informational/educational outreach
14	Collaboration groups and scheduled meetings to accomplish this from all or many of the departments.
15	More of it
16	allow community groups and individuals to request specifically what information they feel they would most benefit from in regards to county departments and offer presentations, print literature, etc., to address those questions. also, many counties have a program set up for the child support agency, that specifically walks people through the process and answers their questions and often times can even negotiate an obligation order before a case is even set for court. I believe this would be a beneficial program and allow participates of the IV-D program a much better understanding of our services.
17	MMM
18	Set up events with folks in the community to do some different things, like team up with the Campbell golf team and do 'captains choice' with some employees for a fundraising tournament or link up with another group of folks and just mesh employees with citizens in doing things they like to do.

Community Engagement

What recommendations do you have to help us improve our community engagement efforts?

49 responses

Response #	Other
19	Participating in Community Events and through Community Outreach. We need to promote what we do and the services that we provide!
20	Spell check surveys. "Does you think" in the above question? Someone should proofread. That really makes us look professional. I think to engage citizens we need more open and honest communication. Not closed door hidden meetings
21	social outings, more volunteer opportunities , reaching people in person rather than online.
22	More community events.
23	presentations to community groups
24	Community presentations, increase marketing of county programs available in churches, civic groups, senior centers, schools (to recruit volunteers)
25	not sure
26	More events for the public
27	Inform
28	Good
29	More notifications to the public, maybe via mail; not everyone has access to the internet.
30	no idea
31	Ask the different service clubs what they would like to know about the County and the different services provided. Let the community submit questions and publish their questions and answer them in the paper or on our website.
32	More promotional items
33	spotlight each department, every department in Harnett Co is vital to the success of Harnett Co and its citizens. Put the Depts achievements/accomplishments out front on display with the public - not everything is negative!
34	I think this survey is an example of us heading in the right direction.
35	The questions should be looked at for grammatical errors. Does you think....
36	NONE AT THIS TIME
37	By being present and representing. You do a good job at participating in local fairs, open houses, and community events.
38	Just an fyi, the above question needs to be corrected. :) Sorry, It just caught my attention when I was reading it. :)
39	Does you think your department would benefit from giving presentations to community groups? * Does to Do
40	na

Community Engagement

What recommendations do you have to help us improve our community engagement efforts?

49 responses

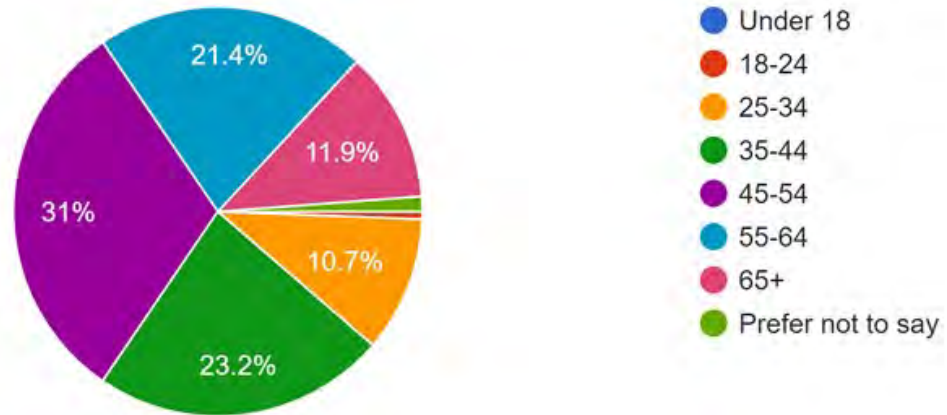
Response #	Other
41	nothing now
42	Do not know
43	more educational law enforcement interactions
44	One thing I have seen over the years is that when families find out about what we offer, they say we are like the best kept secret. They join our program, volunteer and help us market it especially via social media. If you plan to engage the community, you need to have a clear message of what you want from the community. Do you want their input on issues, need them to volunteer for community projects and/or just be aware of county issues. Engagement is a two way street that should have benefit for everyone involved.
45	Make e-mail update subscriptions for citizens more publicized.
46	I don't have any
47	See previous page
48	Better support from the commissioners and the comments they make about the works in the media do not truly reflect what the employees of said department provide to the citizens. Some workers are the citizens of the county and they
49	As a child support agent, our goal is to enforce orders & bring in incentive money to the county. I believe that working more closely with other departments and organizations would benefit our agency immensely. I believe if we offered a class in conjunction with NC Works to try to assist non-custodial parents with obtaining employment, this would raise our collection rates. I also believe that we should have more communication with the Work First program to assist single mothers in obtaining employment and job skills, as well as other departments at DSS such as the daycare assistance, housing assistance, etc. We have no communication with the agency we technically work under and there is no true cross communication and/or assistance between these units. I believe a class provided to the parties as cases are opened (similar to how mediation works in civil cases through the courts) would help to familiarize parties with our process and possibly get both parties into our agency and agreeing to an obligation amount without having to initiate court action, saving quite a bit of money because of the cost of filing an action, service of process, etc. I believe it would truly be cost effective in the long run. This would streamline our process, increase turnaround time, and provide a more face to face experience with the public.

CITIZEN COMMUNICATIONS SURVEY RESULTS

Background Information

What is your age?

168 responses

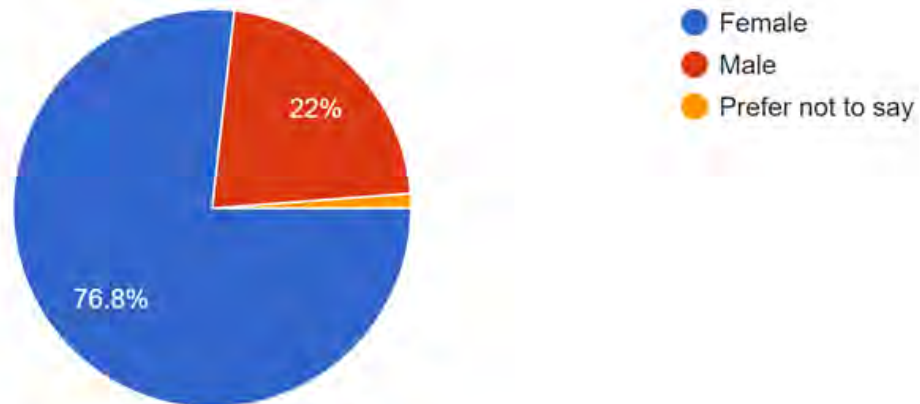


Answer Choices	Responses	
Under 18	0%	0 responses
18-24	0.6%	1 response
25-34	10.7%	18 responses
35-44	23.2%	39 responses
45-54	31%	52 responses
55-64	21.4%	36 responses
65+	11.9%	20 responses
Prefer not to say	1.2%	2 responses
Total	100%	168 responses

Background Information

What is your gender?

168 responses

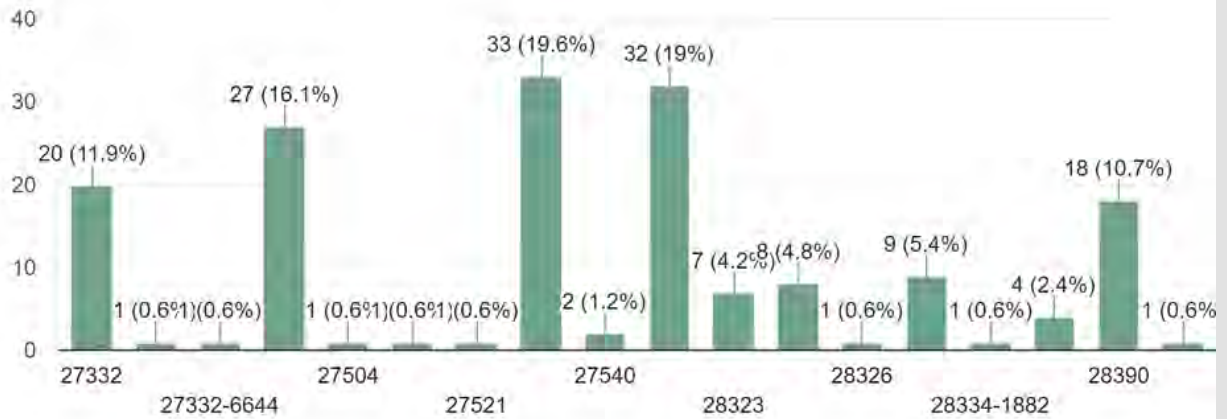


Answer Choices	Responses	
Female	76.8%	129 responses
Male	22%	37 responses
Prefer not to say	1.2%	2 responses
Total	100%	168 responses

Background Information

What zip code do you live in?

168 responses

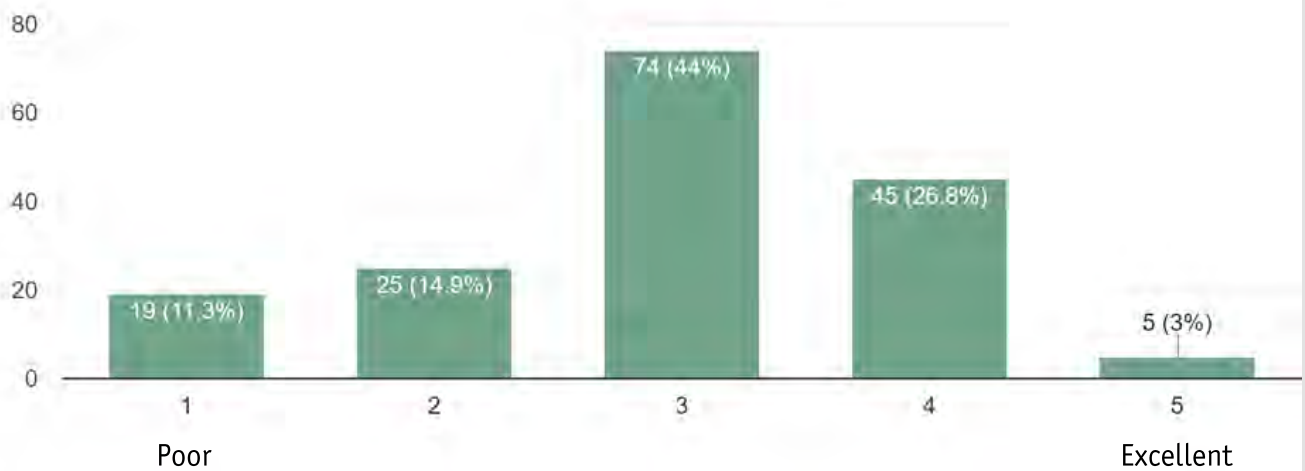


Answer Choices	Responses	
27332	11.9%	20 responses
27332-1572	0.6%	1 response
27332-6644	0.6%	1 response
27501	16.1%	27 responses
27504	0.6%	1 response
27505	0.6%	1 response
27521	0.6%	1 response
27526	19.6%	33 responses
27540	1.2%	2 responses
27546	19%	32 responses
28323	4.2%	7 responses
28326	4.8%	8 responses
28326-	0.6%	1 response
28334	5.4%	9 responses
28334-1882	0.6%	1 response
28339	2.4%	4 responses
28390	10.7%	28 responses
275269	0.6%	1 response
Total	100%	168 responses

County Communications

How would you rate Harnett County government's communication with its citizens?

168 responses

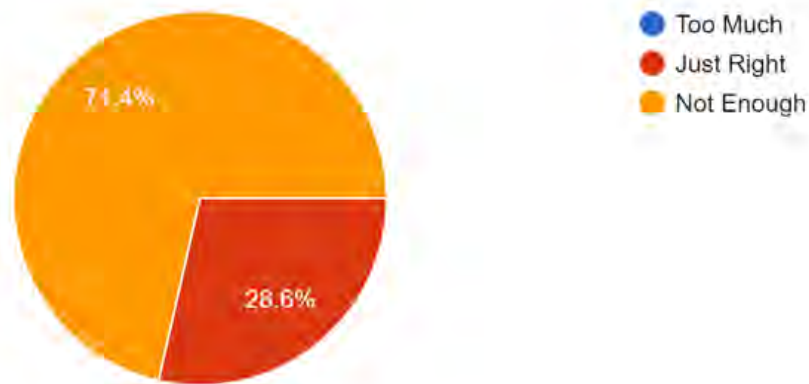


Answer Choices	Responses	
1	11.3%	19 responses
2	14.9%	25 responses
3	44%	74 responses
4	26.8%	45 responses
5	3%	5 responses
Total	100%	168 responses

County Communications

How do you feel about the amount of information you receive from Harnett County government?

168 responses

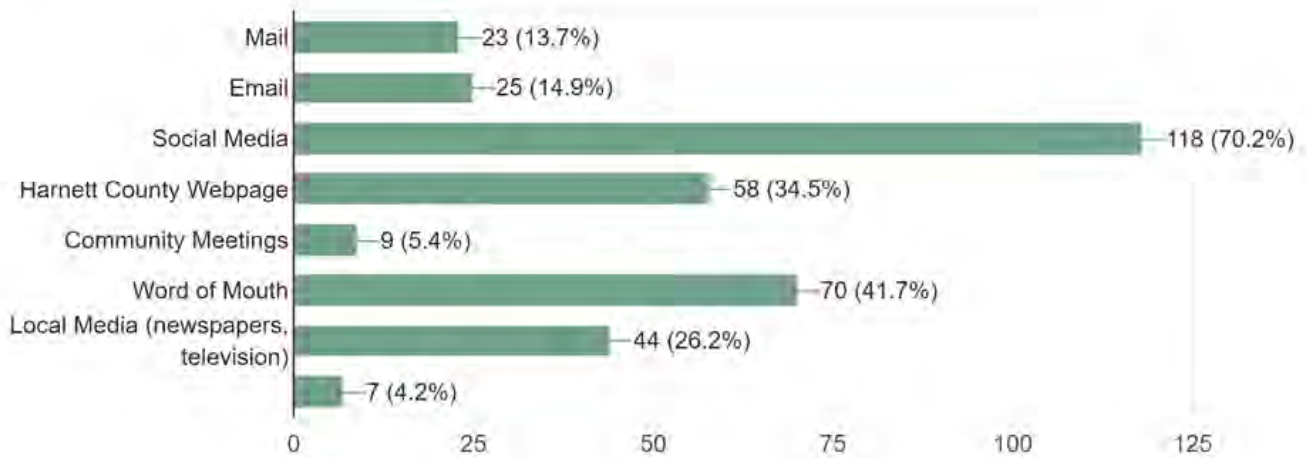


Answer Choices	Responses	
Too much	0%	0 responses
Just right	28.6%	48 responses
Not enough	71.4%	120 responses
Total	100%	168 responses

County Communications

How do you currently receive information from Harnett County government?

168 responses

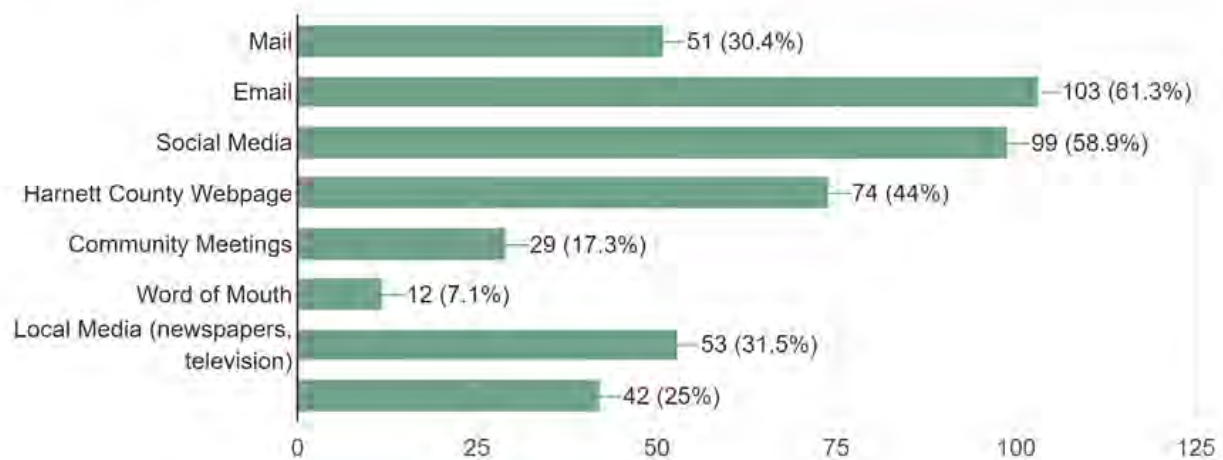


Answer Choices	Responses
Mail	13.7% 23 responses
Email	14.9% 25 responses
Social Media	70.2% 118 responses
Harnett County webpage	34.5% 58 responses
Community Meetings	5.4% 9 responses
Word of Mouth	41.7% 70 responses
Local Media (newspapers, television)	26.2% 44 responses
Harnett Happenings	4.2% 7 responses

County Communications

How do you prefer to receive information from Harnett County government?

168 responses

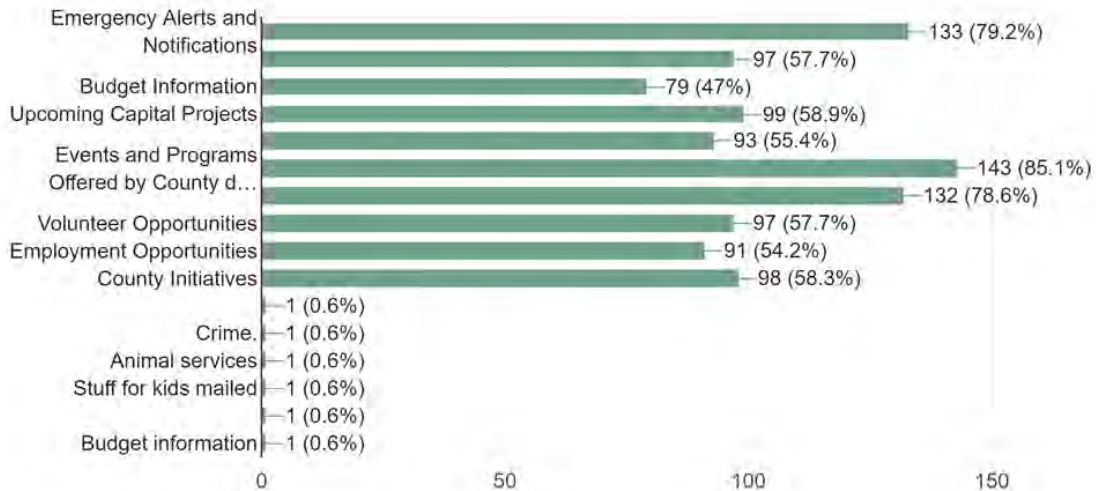


Answer Choices	Responses	
Mail	30.4%	51 responses
Email	61.3%	103 responses
Social Media	58.9%	99 responses
Harnett County webpage	44%	74 responses
Community Meetings	17.3%	29 responses
Word of Mouth	15.4%	36 responses
Local Media (newspapers, television)	7.1%	12 responses
Harnett Happenings	25%	42 responses

County Communications

What type of information do you think Harnett County government should communicate more?

168 responses



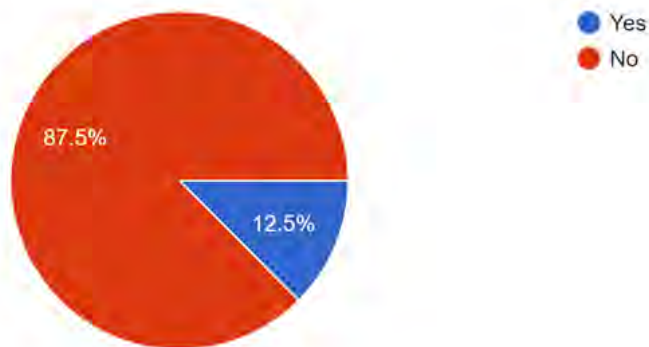
Answer Choices	Responses	Count
Emergency Alerts and Notifications	79.2%	133 responses
Board of Commissioners Meetings & Public Hearings	57.7%	97 responses
Budget Information	47%	79 responses
Upcoming Capital Projects	58.9%	99 responses
Updates on Current Capital Project	55.4%	93 responses
Events & Programs offered by County Departments	85.1%	143 responses
Services offered by the County	78.6%	132 responses
Volunteer Opportunities	57.7%	97 responses
Employment Opportunities	54.2%	91 responses
County Initiatives	58.3%	98 responses

Response #	Other
1	I haven't really been here long enough to accurately recommend improvements.
2	Crime
3	Animal Services
4	Stuff for kids mailed
5	Planning for residents on the outer fringes of the county I. e. Satellite library, entertainment venues , ect.
6	Budget Information

County Communications

Have you seen the county's "Come Write Your Story" promotional video?
(<https://vimeo.com/280223115>)

168 responses



Answer Choices	Responses	
Yes	12.5%	21 responses
No	87.5%	147 responses
Total	100%	168 responses

County Communications

What recommendations do you have to help us improve our overall communication efforts?

47 responses

Response #	Other
1	None
2	Not sure
3	More information on what is going on. New businesses opening?
4	We really never get notification when there will be a planned interruption of water service. It would be great to get more.
5	Have more meetings and just get the information out. Email, phone, etc.
6	Since you have arrived....I do not KNOW how you are keeping up with yourself. Awesome job. Hope to meet you some day!
7	Free. As tax payers we should be able to have access(easy) to all info.
8	Combine efforts with the HCSD
9	Reach out more even some mailers would be nice
10	Social media communication. Fuquay Police do it right. Follow them. They are very quick to give out crime, traffic and general information and they also actually answer questions from the community.
11	During voting, you had a list of candidates but did not link every candidates website and social media accounts. Some candidates had no information about themselves listed. There is zero excuse in this day and age to not have solid websites with easy to find information. Especially when we are voting on county positions.
12	Increase your communications staff and make communications a priority.
13	Connect with the people. Face to face.
14	I am happy you are asking. I did not know we had a communication network.
15	Text more often
16	It is a fine line between relevant info and too much info, especially for different people. Maybe try a series of e-mails where we can pick (sign up for) our topics that interest us, and instead of having to read everything, it links back to an information part of the parent web-page. I think weekly is better than daily or monthly...
17	Community Policing. Interacting with the Community.
18	Better publicize methods of getting info. Didn't know about Harnett Happenings
19	Just making us aware where we can find info on internet would be helpful.
20	Listen to your citizens
21	Doesn't seem to be much effort.
22	I found it helpful when the Harnett County Schools superintendent would go on Facebook live. I'm not sure if you do that, but I find it easy for those of us who have limited time but want to gather information and have social media as a way to interact.
23	thank you for your efforts
24	Make an effort

County Communications

What recommendations do you have to help us improve our overall communication efforts?

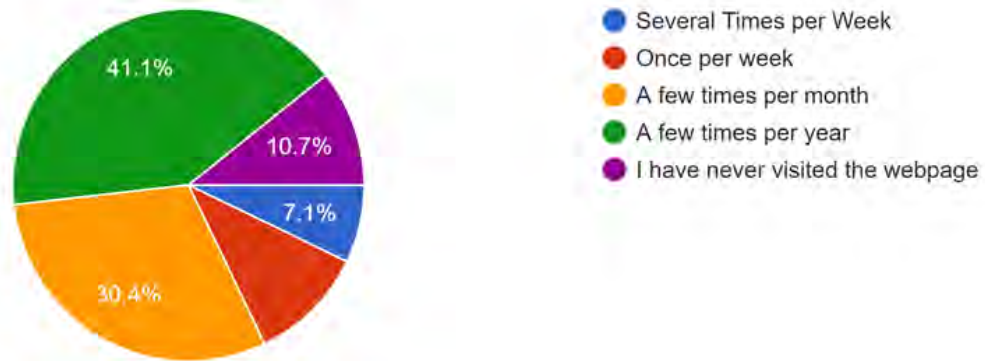
47 responses

Response #	Other
25	Weekly / Monthly Blogs
26	Nothings
27	I think you do a very good job. Between your facebook page and Nextdoor.com I feel like I get the information I need.
28	I really appreciate Ashley Dean on posting county items on Nextdoor!
29	Message boards might prove useful located in various portions of the county along roadways assuming they did not get distracting
30	Just making sure everyone is connect and see the importance of the information. Because I do try to connect for information I believe that a lot is being shared currently.
31	More up to date website with more information and more web presence (social media etc)
32	Harnett county is very diverse, and working in the schools I get more info than most. I think there needs to be more community involvement, and to do that you have to communicate. I have lived here for 10 years and never heard of Harnett happenings. Why do you not ask the schools to also promote that on their social media? Schools, community and government are so interconnected!
33	More social media post
34	Web page
35	The more information shared the more public awareness. In turn, the more active/ involved citizens are in our community. Our county is a great place to live. Continue to promote the assets in this county, and keep citizens involved.
36	NA
37	If all residents were aware instead of a small minority there would be better responses, better community involvement and/or participation, a better belief of government in general as well as all being and feeling more involved or "part of" the process. Also negative feedback would be minimal if all are informed. Miscommunication would be minimal if everyone has the same information.
38	Residents in rural areas need more information and to feel more connected to Lillington the county seat of government.
39	na
40	Update your constituents on what you're actually doing vs. patting yourselves on the back or pandering.
41	The best is by mail. Alot of people don't have social media. News , radio.
42	Good old fashioned mail I still like to receive
43	None
44	A weekly column that includes everything in one place in the paper for the week.
45	Communicate better. It seems as if the Western Harnett area is often left out.
46	Community outreach panel and committee
47	n/a

Online Communications

How often do you visit the Harnett County webpage? (www.harnett.org)

168 responses

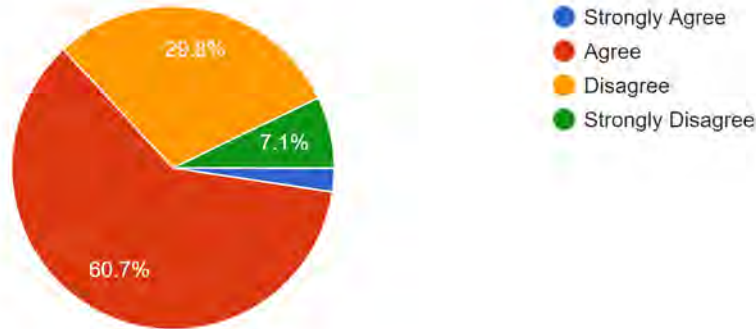


Answer Choices	Responses	
Several times per week	7.1%	12 responses
Once per week	10.7%	18 responses
A few times per month	30.4%	51 responses
A few times per year	41.1%	69 responses
I have never visited the webpage	10.7%	18 responses
Total	100%	168 responses

Online Communications

I find that it is easy to find the information I am looking for on the Harnett County webpage.

168 responses

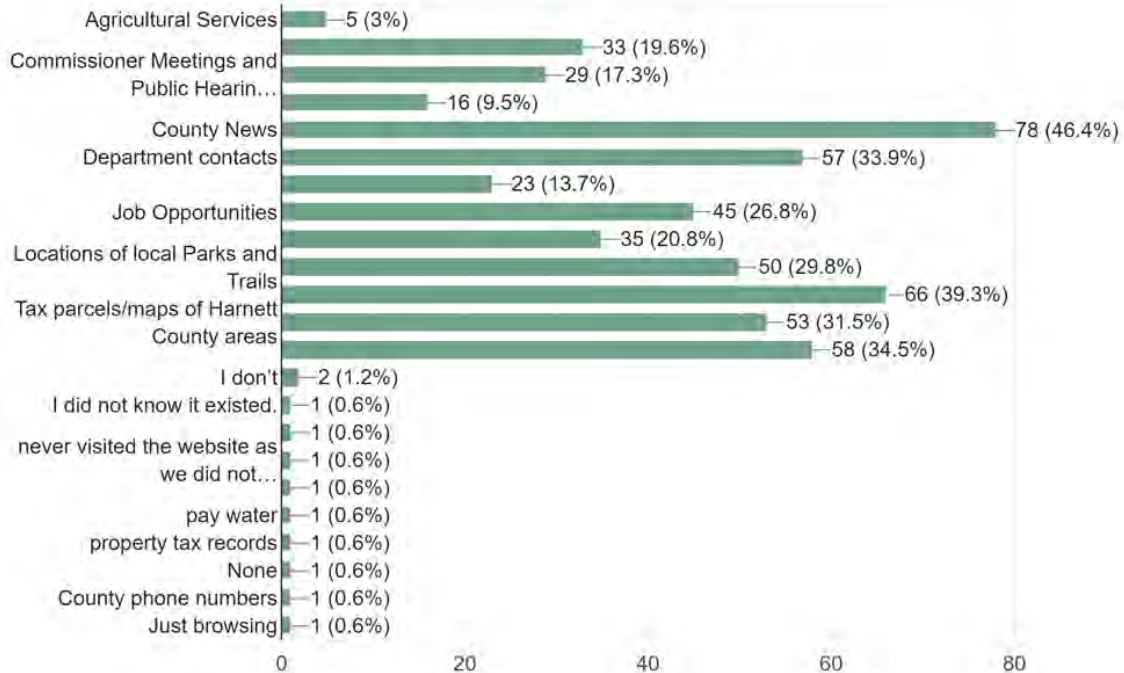


Answer Choices	Responses	
Strongly Agree	2.4%	4 responses
Agree	60.7%	102 responses
Disagree	29.8%	50 responses
Strongly Disagree	7.1%	12 responses
Total	100%	168 responses

Online Communications

I typically visit the webpage to find information on:

168 responses



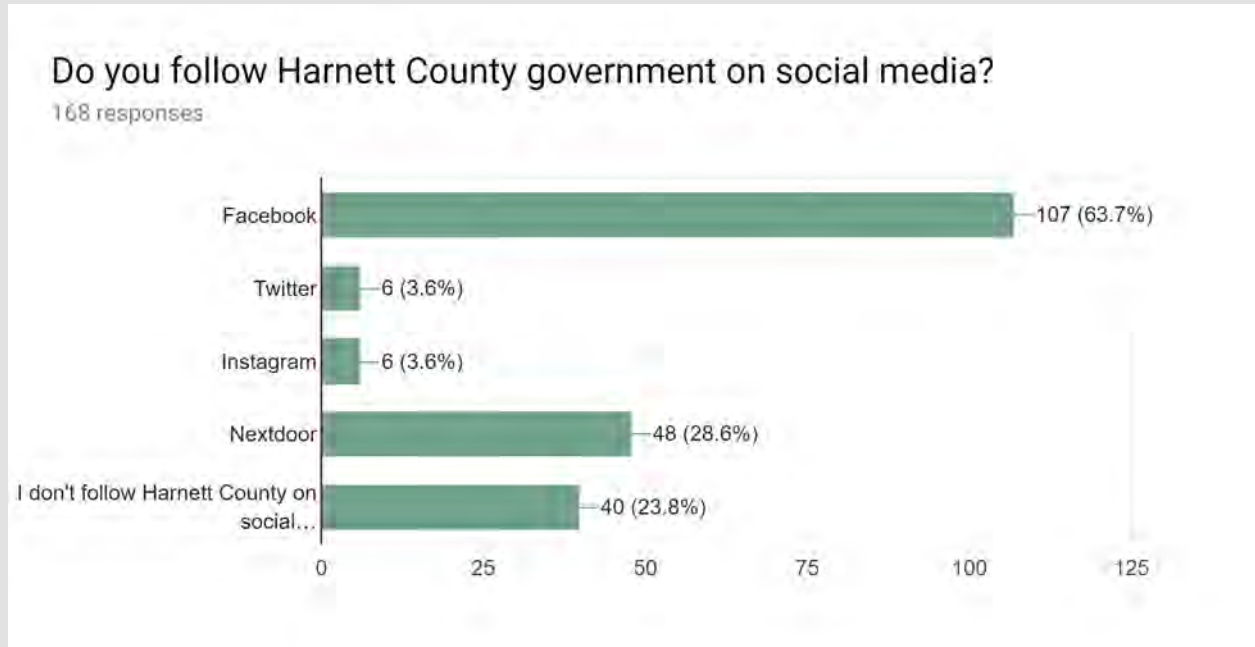
Answer Choices	Responses
Agricultural Services	3% 5 responses
Animals available for adoption	19.6% 33 responses
Commissioner Meetings & Public Hearings	17.3% 29 responses
County Budget	9.5% 16 responses
County News	46.4% 78 responses
Department Contacts	33.9% 57 responses
Development Permits/applications	13.7% 23 responses
Job Opportunities	26.8% 45 responses
Landfills and Convenience Centers	20.8% 35 responses
Locations of local Parks and trails	29.8% 50 responses
Services Offered by the county departments	39.3% 66 responses
Tax parcels/maps of Harnett County areas	31.5% 53 responses
Upcoming events on the community calendar	34.5% 58 responses

Online Communications

I typically visit the webpage to find information on:
other responses

Response #	Other
1	I don't
2	I did not know it existed
3	I never visit the county webpage
4	never visited the website as we did not know that there was a county website
5	Don't visit
6	Pay water
7	Property tax records
8	none
9	County phone numbers
10	Just browsing

Online Communications

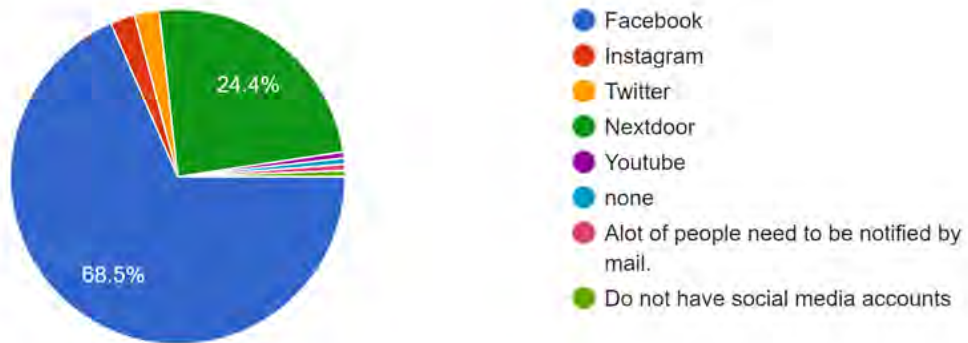


Answer Choices	Responses	
Facebook	63.7%	107 responses
Twitter	3.6%	6 responses
Instagram	3.6%	6 responses
Nextdoor	28.6%	48 responses
I don't follow Harnett County on social media	23.8%	40 responses
Total	100%	168 responses

Online Communications

Which social media platform is best for you to receive information from the county?

168 responses



Answer Choices	Responses	
Facebook	68.5%	115 responses
Instagram	2.4%	4 responses
Twitter	2.4%	4 responses
Nextdoor	24.4%	41 responses
Youtube	0.6%	1 response
None	0.6%	1 response
A lot of people need to be notified by mail	0.6%	1 response
Do not have social media accounts	0.6%	1 response
Total	100%	168 responses

Online Communications

What recommendations do you have to help us improve our online communication efforts?

31 responses

Response #	Other
1	None
2	More information. Posted newsletters
3	None
4	You are making the efforts. Keep up the great work!
5	Make it easily available for all. I just never knew a site existed!! With a fuquay address but Harnett County taxes I feel left out often. I am not a technologically inclined person, if I have to research something I do not know about, establish passwords, enter a bunch of info to get info, I probably will be less likely to do.
6	None. You guys are doing an amazing job!
7	Actually communicate daily with information that effects the people in your community. Crime, roadwork, programs, what resources do we have for people in need? How can we help each other?
8	Make your website more accessible and have a Facebook page with updates
9	Sign up for text messages.
10	Social media is tricky, because we have to interact with your content to keep seeing your posts. Do you look at metrics to see which topics are trending upward in reach? I would be a pain-in-the-butt to have several "pages" but with all of the varied info, it may be the best approach to reaching an audience that wants to hear about specific things. Audience chooses what topics to follow, and interactions would increase.
11	Flyers are a good way.
12	That communication is mailed, emailed to the people in our county. I've lived here for over 17 years and have never received anything. We deserve with what we pay in taxes a written notice and something electronically with everything.
13	Emails
14	Everybody don't have a computer or internet
15	Email newsletters
16	I feel like I get good communication through twitter. I honestly don't follow you on FB. I will check it out!
17	More public meetings in western harnett
18	Facebook
19	Push more mirrored info out on both FB and ND
20	Between facebook and Nextdoor I think you're doing fine.
21	Everything
22	More updated info. Drove all the way out to a convenience center that was supposed to be open on weekends only to see a sign that they're no longer open on weekends. Website should be up to date and as reliable as it can be. I want to know what/who is coming to Harnett county and what goes on with some of these growth projects and find it very difficult to get information

Online Communications

What recommendations do you have to help us improve our online communication efforts?

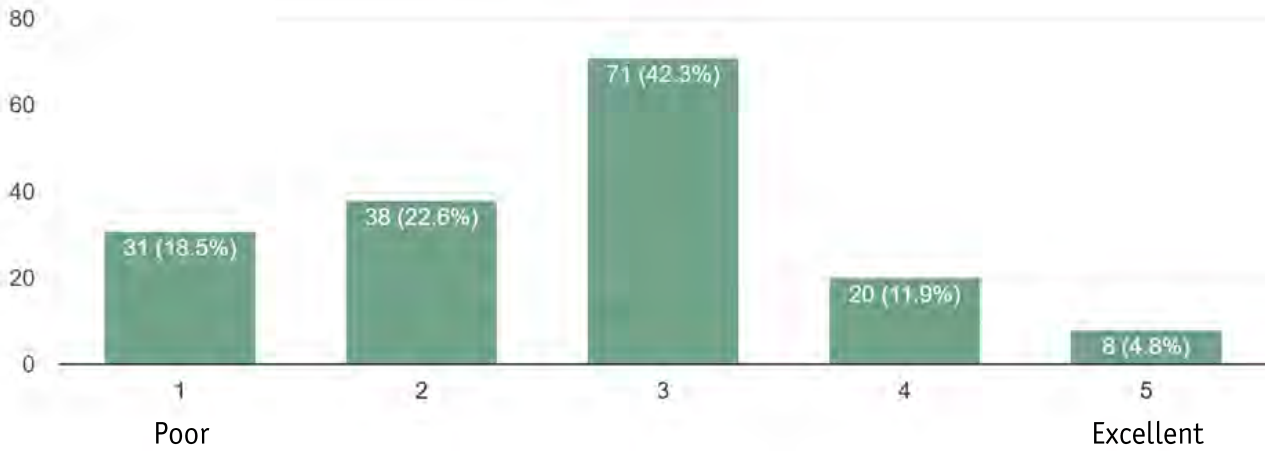
31 responses

Response #	Other
23	Push it! Start a conversation instead of just pushing out info that no one cares about. What do people care about? Parks, schools and roads? Jobs?? You have to have someone handling the SM that knows how to gain followers- and the next way to gain followers is to get attention. Make Harnett county a place People want to live- encourage them to clean up yards, help a neighbor and not write off military families!
24	Do not forget that many do not have internet or even access to the internet in this county. Also the older generation does not use the internet and Facebook and/or other social media as much as the younger generations and they are just as important to reach out to, even if only by mail, as anyone else is.
25	Share more important news but be sure to share lots of good news and events happening in the county with residents.
26	na
27	Monthly briefings in straight forward pdfs. Bullet point summations.
28	Add jobs, up coming events and 4 h
29	Communicate meeting and other information about the county in multiple ways: social medial, email, mail.
30	Emergency texts about storms, easier to get information
31	n/a

Community Engagement

How would you rate your level of engagement with Harnett County government?

168 responses

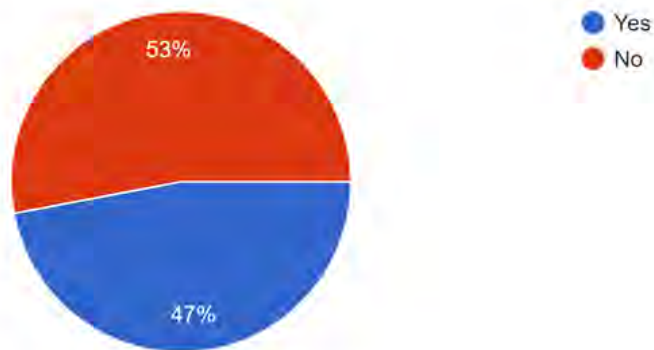


Answer Choices	Responses	
1	18.5%	33 responses
2	22.6%	38 responses
3	42.3%	71 responses
4	11.9%	20 responses
5	4.8%	8 responses
Total	100%	168 responses

Community Engagement

Do you think Harnett County government offers a variety of ways for you to engage in county initiatives, programs, services, and events?

168 responses

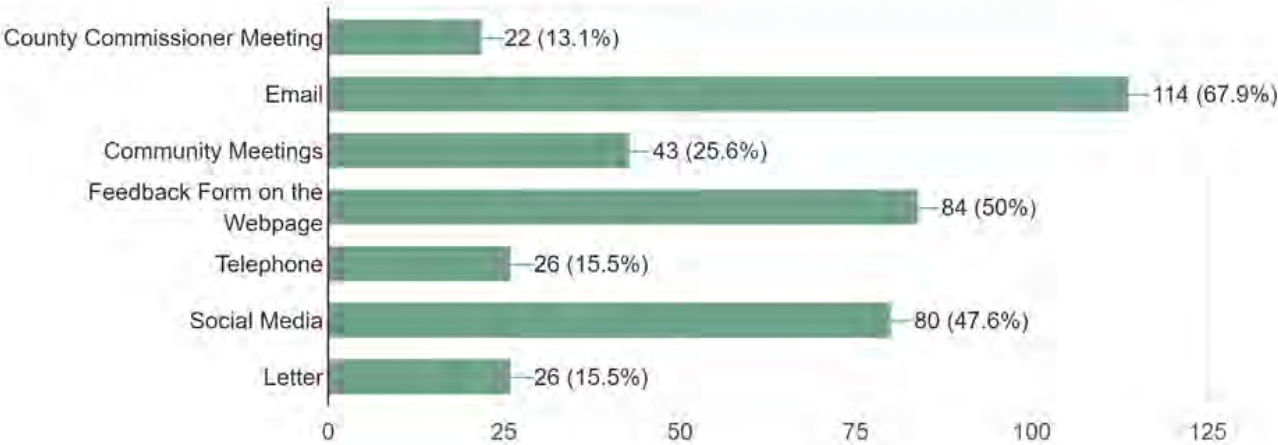


Answer Choices	Responses	
No	53%	89 responses
Yes	47%	79 responses
Total	100%	168 responses

Community Engagement

How would you like to give feedback and express concerns?

168 responses

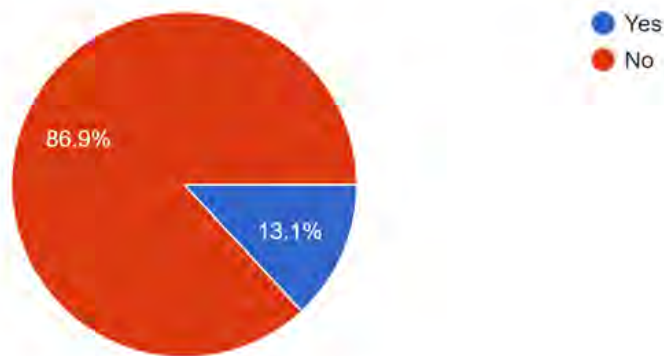


Answer Choices	Responses
County Commissioner Meeting	13.1% 22 responses
Email	67.9% 114 responses
Community Meetings	25.6% 43 responses
Feedback Form on the Webpage	50% 84 responses
Telephone	15.5% 26 responses
Social Media	47.6% 80 responses
Letter	15.5% 26 responses

Community Engagement

Do you subscribe to Harnett Happenings? (the county's online subscription update bulletin) <http://eepurl.com/gkqX2n>

168 responses



Answer Choices	Responses	
No	86.9%	146 responses
Yes	13.1%	22 responses
Total	100%	168 responses

Online Communications

What recommendations do you have to help us improve our community engagement efforts?

30 responses

Response #	Other
1	None
2	More information on new businesses opening
3	none
4	At this point, no suggestions...except...Do not burn yourself out!
5	Maybe through emails and such subdivisions HOA could be contacted to help answer questions for new and old residents?
6	Notify homeowner's to these community efforts.
7	Have someone that communicate in real time. Don't just post what you want on social media and then let it sit. Respond to people's comments and listen to what they are trying to communicate to YOU.
8	Face to face meetings and better social community.
9	I was not aware of this subscription. I will check it out and the website.
10	Commissioner meeting reminders and suggested agenda
11	Hire outgoing people and get volunteers that love Harnett county and have an infectious enthusiasm around them, and give them the tools to reach out... Information is only so palatable - how can you make it memorable and fun?
12	I had no idea there was a bulletin.
13	Your first problem is that it is assumed everyone has time to subscribe to things. This is easily fixed by each address
14	Apparently I'm subscribed to Harnett Happenings but have never received anything. It's a large, diverse county and
15	Continue reaching out through various media platforms.
16	I just subscribe to Harnett Happenings getting this information out is import. Having more involvement in Western
17	I'm pretty pleased with the way you're doing business right now.
18	Everything
19	Again- start a conversation. More people that comment then the more people that will be engaged. Get them talking
20	None
21	County meetings other than agenda meetings. More participation in local events that are not large events, being visible in All communities not just some. More diversity in the selection of what, when and where county functions/ participation/sponsorship is and that if officials go to events they should be recognizable as in wearing an official name tag/badge or clothing with logo and name tag or at least some kind of signage to the let citizens know who and what they are representing.

Online Communications

What recommendations do you have to help us improve our community engagement efforts?

30 responses

Response #	Other
22	It would be good to know more about opportunities to volunteer and serve and feel more connected to Harnett County.
23	na
24	Live streaming community meetings for those of us with multiple jobs who could watch or listen to a meeting, but not physically attend meetings.
25	Get the info out by mail.
26	I didn't even know about Harnett Happenings.
27	Never heard of Harnett happenings
28	Engage with people when they respond to a post or ask a question via the website.
29	Never heard of Harnett Happenings
30	n/a

Survey Analysis

As the first Citizen Communications Survey and the first Employee Communications Survey conducted by Harnett County, participation in the survey was expected to be minimal. For the Citizens Communications Survey, 168 citizens responded, which is less than 1% of the estimated county population. The Employee Communications Survey had a greater response rate. 234 employees completed the survey, which is nearly 25% of the Harnett County government workforce.

The results from the Employee Communications Survey and Citizen Communications Survey provide insight to County Administration on the perceived communication and marketing efforts and steps that can be taken to improve both citizen and employee satisfaction. Results from both surveys have been analyzed to discover common trends on communication methods and areas of improvement. The analysis of the results has been broken down into the following sections:

- **BACKGROUND INFORMATION**
- **COUNTY COMMUNICATIONS**
- **ONLINE COMMUNICATIONS**
- **COUNTY INTERNAL COMMUNICATIONS (EMPLOYEES ONLY)**
- **MARKETING AND BRANDING (EMPLOYEES ONLY)**
- **COMMUNITY ENGAGEMENT**

Background Information Analysis

Employee Communications Survey

Over 25% of county employees, total of 234 individuals, completed the survey. Employees from 22 of the county's 24 departments provided feedback. Having nearly all departments complete the survey help to provide insight from employees with various roles and various levels within the County organization. The age range for employees completing the survey ranged from 18-65+. Over 75% of employees were in the 35-64 age range. Most individuals, total of 66, fell in the 45-54 age range, followed by 58 employees in the 35-44 age range, and 48 in the 55-54 age range. Of the 234 survey responses, 165 were female, 66 were male, and 3 preferred not to list their gender. Nearly 75% of employees live in Harnett County; whereas, a quarter of our employees lived outside the county lines.

Based on the survey results, the demographics for the most engaged employees are females between the age of 45-54 that live within Harnett County.

Citizen Communications Survey

Citizens were asked to provide demographic information to help determine the background information about citizens engaging with the County. This information allows the County to set a baseline for the County's target market and types of citizens that are most likely to engage with the County. The age range for citizens completing the survey ranged from 18-65+. Over 75% of individuals completing the survey fell in the 35-64 age range, showing that most of the engagement takes place among adults. Of the 168 survey responses, 129 were female, 37 were male, and 2 preferred not to list their gender. Citizens were also asked to provide the zip code to give a perspective of areas in the county that engage with Harnett County. Citizens in 13 zip codes completed the survey, with the majority of citizens being in the Western and Northwestern part of the County and Lillington area. This shows that citizens in the county's high growth unincorporated areas in the County were the main group of citizens to complete the survey.

Based on survey results, the demographics for the most engaged citizens are females between the age of 45-54 that live in the western or northwestern areas of the county.

County Communications Analysis

Employee Communications Survey

Employees were asked to provide feedback on the county communication efforts which included external communication and how employees communicate with citizens and the internal communications and how the county communicates with employees.

For the overall communication efforts with citizens, the average score provided by employees was a 3.73, with 1 being poor and 5 being excellent. Nearly 93% of employees ranked the overall communication efforts as a 3 or higher. Employees also felt that the amount of information sent out to citizens was just right, which received 67.9% of the vote. Nearly a third of employees felt that the county did not send enough information to citizens.

In addition to the effectiveness of communication efforts, employees provided input on what they felt were the citizens' preferences on the methods information communicated. Three communication methods, social media, Harnett County webpage, and Harnett Happenings email subscription, received at least 70% of the votes from employees.

Employees were also asked to select type of information they think citizens would like to see communicated more. Four of the ten information categories were selected by at least 50% of employees. The top three categories included: services offered by the County (76.5%); events and programs offered by the county (73.9%). emergency alerts and notifications (59.4%).

Lastly, employees were provided an opportunity to provide comments and recommendations to improve the county's overall communication efforts. 42 employees provided feedback. Some common themes that were addressed include:

- Expanding communication efforts in addition to online communications
- Providing information to citizens county-wide
- Increasing the amount of information provided to citizens

Based on survey results, employees viewed the overall communication efforts by Harnett County positive but with room for improvement. The County should improve these efforts by expanding communication efforts to use more than just online methods, increasing the frequency of information provided online through social media, the webpage, and email, and utilizing different communication methods so that citizens county-wide can receive communication.

County Communications Analysis

Citizen Communications Survey

Citizens were provided an opportunity to give feedback on the county's current communication efforts.

The average score from citizens for Harnett County's overall communication efforts was a 2.95 out of 5, with 1 being poor and 5 being excellent. Nearly 70% of citizens felt that current communication efforts ranked a 3 or below. Citizens also provided input that showed that the county is not sending enough information, with nearly 71% of citizens saying they did not receive enough information. 147 citizens, which was 87.5% of the individuals completing the survey, listed they had not seen the County's "Come Write Your Story" promotional video.

In addition to the effectiveness of communication efforts, citizens provided input on preferences on how they would like information communicated. Currently, citizens are mostly receiving information from the County by social media, the Harnett County webpage, and word of mouth. Citizens expressed that the top three methods they'd like to receive information is by email, social media, and the Harnett County webpage.

Citizens were also asked to select type of information they'd like to see communicated more. Nearly every information category was selected by at least 50% of citizens. The top three categories included: Events and programs offered by the County (85.1%); Emergency alerts and notifications (79.2%); services offered by the county (78.6%).

Lastly, citizens were provided an opportunity to provide comments and recommendations to improve the county's overall communication efforts. 47 citizens provided feedback. Some common themes that were addressed include:

- Increasing the amount of information and frequency information is provided to citizens
- Providing information to citizens county-wide
- Expanding the communication methods used to notify citizens.

Based on survey results, the overall communication efforts by Harnett County should be improved by increasing the amount of information that is provided to citizens county-wide, the frequency in which information is provided, and focusing on certain information categories in order to engage the most citizens.

Online Communications Analysis

Employee Communications Survey

As technology continues to provide online resources that make communicating faster and easier, the county asked employees how they think citizens view the online communication efforts by the County and recommendations for improving online communication. Employees were also asked about their social media preferences and how they connect with Harnett County online.

Employees felt that most citizens did not utilize the webpage on a regular basis. Nearly 45% of employees thought that citizens visited the webpage a few times per year and nearly 26% thought that citizens visited the webpage a few times per month. Less than 30% of employees thought citizens visit the webpage on a regular basis, with nearly 19% of employees selecting several times per week, and 11.1% of employees selecting once per week. Employees also felt that citizens thought information was easy to find on the webpage with nearly 80% of employees selecting agree or strongly agree. Feedback was also provided by employees on the type of information they thought citizens look for on the webpage. The top three reasons that citizens visited the county webpage that were selected by employees include: job opportunities, department contacts, and services offered by county departments.

Questions were also asked to employees on how they connect with Harnett County government through social media. Most employees, nearly 91%, only followed Harnett County government on Facebook, followed by Instagram at 15.8%. Of the employees who utilized social media, 72.6%, felt that Facebook was the best way to communicate, followed by Twitter, Instagram, and Nextdoor, which each received 5.6% of the votes.

Lastly, employees were provided an opportunity to provide comments and recommendations to improve the county's online communication efforts. 48 employees provided feedback. Some common themes that were addressed include:

- Updating the county webpage and keeping content current and easy to find
- Increasing the amount of information posted on various social media platforms
- Increasing the frequency of updates provided to employees prior to being released to the media
- Not providing all of the communication online and sending information through the mail

Based on survey results, the online communication efforts by Harnett County should be improved by increasing the amount of information that is posted on various social media platforms, providing more frequent updates to employees prior to information being released to the media, posting information to the Harnett County webpage that is organized and easy to find, and expanding communication efforts outside of online methods to reach those citizens and employees who do not utilize social media.

Online Communications Analysis

Citizen Communications Survey

As communication online continues to increase with the use of mobile devices and social media, the county asked citizens about how they receive communication online and recommendations for improving online communications.

Citizens do utilize the Harnett County webpage to get information; however, the frequency in which they visit the webpage was not very high. Nearly 11% of citizens have never visited the webpage, with 7.1% visiting several times per week. Most of the citizens visited the webpage either of few times a year (41.1%), a few times per month (30.4%), or once per week (10.7%). Over 70% of citizens visit on a monthly or yearly basis. Citizens also felt that information was easy to find on the webpage with over 60% of citizens agreeing or strongly agreeing. Feedback was provided on the type of information citizens look for on the webpage. The top three reasons citizens visited the webpage include: reading county news, learning about services offered by the county, and contacts for department staff.

Questions were also asked to determine the best way to communicate with citizens on social media. Most citizens only followed Harnett County government on Facebook, followed by Nextdoor. Nearly 25% of the citizens did list they did not follow Harnett County on social media. Most citizens who utilized social media, nearly 68.5%, felt that Facebook social network was the best way to communicate, followed by Nextdoor, which received 24.4% of the votes.

Lastly, citizens were provided an opportunity to provide comments and recommendations to improve the county's online communication efforts. 31 citizens provided feedback. Some common themes that were addressed include:

- Engaging more with citizens on social media and not just pushing out information
- Increasing the amount of information posted on social media
- Sending emails with information to citizens
- Not providing all of the communication online and sending information through the mail

Based on survey results, the online communication efforts by Harnett County should be improved by increasing the amount of information that is posted on social media, providing more engagement opportunities for citizens online, posting information to the Harnett County webpage that is organized and easy to find, and expanding communication efforts outside of online methods.

County Internal Communication Analysis

Employee Communications Survey

As it is the county's goal for Harnett County employees to serve as brand ambassadors for Harnett County government, employees were asked questions specifically targeted towards the county's internal efforts to keep employees informed of county initiatives, programs, and projects.

For the internal communications among employees, the average score provided by employees was a 3.60, with 1 being poor and 5 being excellent. Nearly 88% of employees ranked the internal communication efforts as a 3 or higher. Employees also felt that they are kept informed on the most current county initiatives, programs, services, and events, which received 74.4% of the vote. A quarter of employees completing the survey did not feel that the county kept them informed.

Employees were also asked to provide feedback on the county's monthly employee newsletter, Harnett Connect. Of the 234 employees who completed the survey, 88% read the monthly newsletter with 12% not reading the newsletter. Several suggestions were made for the type of content to be included in the newsletter, with the top three suggestions including: "we did good" stories of employees, highlights of local businesses/attractions in the county, and a section for employees to submit questions they have about the county.

Feedback was also provided for the frequency of information communicated to employees. Nearly 41% of employees voted for weekly updates. 32.9% of employees voted for monthly updates. 16.2% of employees voted for updates every 2 weeks, followed by 8.1 percent who wanted daily updates, and 2.1% who wanted quarterly updates.

In addition to information being sent to employees, they were asked did they visit the public information page on the Harnett County website to receive updates. Nearly 60% of employees said they did visit this webpage for updates.

Lastly, employees were provided an opportunity to provide comments and recommendations to improve the county's internal communication efforts. 39 employees provided feedback. Some common themes that were addressed include:

- Communicating with employees prior to information being sent to the media and citizens
- Providing information to employees and not relying on supervisors to pass information along
- Increasing the feedback opportunities for employees

Based on survey results, employees viewed the internal communication efforts as positive but with room for improvement. The County should improve their efforts by providing information to employees prior to it being communicated to citizens and the media, communicating information to all employees in addition to their supervisors, and allowing employees more feedback opportunities.

Marketing & Branding Analysis

Employee Communications Survey

For information to be recognizable and consistent, Harnett County must focus on branding efforts. Employees were asked to provide feedback on the county's marketing and branding efforts and how we can improve the consistency among departments and allow citizens to recognize our brand.

Employees were asked if the county currently has consistent branding efforts among the county departments. Over 66% of employees felt that there was consistent branding and 33% felt that efforts were not consistent. Employees were also polled on identifying the logo their department uses for promotional materials. 40.2% of employees stated that their department was currently using the county's old logo, while only 27.8% were using the county's new logo. In addition, nearly 21% of employees were not sure of what logo they used. Some departments also have created their own logos, which made up 11.1% of the vote.

To learn more about employees' perception of the Harnett County brand, employees were asked to describe the county brand. There were several responses that stated the brand was "good" or "okay" and several that stated they "did not know the county had a brand" or "did not understand what a brand was".

Feedback was also provided on resources made available to employees to assist with the creation of promotional items. 63.2% of employees felt that their department would benefit from having a marketing and communications resource guide; whereas, 36.8% felt that it would not be beneficial to their department. With the launch of the county's first promotional video in August 2018, employees were asked if they had viewed this video. 65.4% employees stated they had never seen the video with only a third of employees saying they had seen the video.

Lastly, employees were provided an opportunity to provide comments and recommendations to improve the county's marketing and branding efforts. 44 employees provided feedback. Some common themes that were addressed include:

- Increasing mass marketing efforts to reach citizens in all areas of the county
- Providing tools and resources for staff to create branded promotional materials
- Increasing the types of advertising tools used to reach different citizen groups

Based on survey results, the marketing and branding efforts should be a focus area for the county. The county should improve these efforts by utilizing more advertising tools, increasing the marketing efforts to reach citizens throughout the county, training staff on the county's branding efforts, and providing resources for staff to create branded promotional materials.

Community Engagement Analysis

Employee Communications Survey

As the county strives to provide opportunities for engagement among citizens, employees were asked questions to provide feedback on the county's community engagement efforts.

The average score given by employees on the level of engagement Harnett County government has with its citizens was a 3.64 out of 5, with 1 being poor and 5 being excellent. Nearly 92% of employees felt that current engagement from Harnett County ranked a 3 or higher. In addition, 76.1% of employees did feel that the county offered a variety of ways to engage in county initiatives, programs, services and events.

With the launch of the county's online email subscription, Harnett Happenings, in Spring 2019, employees were asked if they were aware of this new form of communication. Nearly 75.6% of employees said they did not know about the county's online email subscription.

Employees were also asked if they felt their department would benefit from giving presentations to community groups. 77.4% of employees felt their would be a benefit; whereas, 22.6% did not think community presentations would be beneficial.

Lastly, employees were provided an opportunity to provide comments and recommendations to improve the county's community engagement efforts. 49 employees provided feedback. Some common themes that were addressed include:

- Participating in county festivals and events to provide citizens' information
- Creating opportunities for departments to give presentations to community organizations
- Success of the County's current community engagement efforts

Based on survey results, the community engagement efforts by Harnett County should be improved by focusing efforts on notifying citizens of the online email subscription, providing more opportunities for citizen and employee feedback, participating in more county events and festivals to promote county services, and creating opportunities for departments to give presentations to the community.

Community Engagement Analysis

Citizen Communications Survey

Encouraging citizens to take an active role in their local government is a priority for Harnett County. As part of the survey, citizens were asked five questions to determine how the County can engage more with citizens.

The average score given by citizens on their level of engagement with Harnett County government was a 2.6 out of 5, with 1 being poor and 5 being excellent. Nearly 84% of citizens felt that current engagement from Harnett County ranked a 3 or below. In addition, 53% of citizens did not feel that they had a variety of ways to engage in county initiatives, programs, services and events. Citizens did agree with having the opportunity to provide feedback and listed that having the ability to provide feedback by email, on the webpage, and on social media were the top three methods to use.

The County also launched an online email subscription, Harnett Happenings, in summer of 2019 and asked if citizens were aware of this new communication method. Nearly 87% of citizens said they had not subscribed to the online subscription.

Lastly, citizens were provided an option to provide comments and recommendations to improve the county's community engagement efforts. 30 citizens provided feedback. Some common themes that were addressed include:

- Increasing the promotions for Harnett Happenings online email subscription
- Being more active with engaging with citizens online
- Using various communication methods to communicate with citizens

Based on survey results, the community engagement efforts by Harnett County should be improved by focusing efforts on communicating opportunities across several different communication platforms, actively engaging with citizens online and providing timely responses, and creating more awareness about Harnett Happenings online email subscription.

Recommendations

Based on the results from these surveys, the following action items are recommended for consideration:

Develop a Strategic Communications and Citizen Engagement Plan

The Employee Communications Survey and the Citizen Communications Survey provided several areas of improvement for the county's communication and marketing efforts. To organize how the county plans to improve these efforts, it is recommended that a communications and citizen engagement strategic plan be created to identify goals and objectives that can be completed in the next 3 years.

By creating this strategic plan, the county will be able to address citizens' and employees' concerns, and create action items and performance measures to track the success of goals outlined in the plan. The plan should be developed by the Community Relations Coordinator, with input from county departments, county manager's office, and the community relations committee.

The creation of a Strategic Communications and Community Engagement Plan will provide County Administration with a framework for maintaining consistent, branded communication efforts, and the ability to update the plan every couple of years to make sure communication and marketing efforts are consistent with citizen needs and wants and support the county's mission, vision, and values.

Standardize Marketing and Branding Efforts

To provide consistent messaging to the public, the county should implement standard marketing and branding guidelines. Setting standards will allow county employees to communicate information in a consistent format and allow for the public to easily recognize promotional materials created by the county. In order to achieve standard marketing and branding, it is recommended that the county develop the following:

- Harnett County Brand Guide
- Marketing and Communications Trainings for Harnett County personnel
- Marketing Resources and Tools for Employees to Standardize Branding

By developing a Brand Guide, the county will be able to establish standards in writing and provide a resource guide so employees will know expectations for the creation of promotional materials for county departments. The Brand Guide would include items such as: proper use of Harnett County approved logos, color palettes, typography, and examples of promotional material templates. In addition to the Brand Guide, an online dashboard is recommended to provide tools and resources easily accessible for all Harnett County employees, which would increase efficiency for the creation of branded promotional materials. Trainings for Harnett County staff are recommended so that staff understand the importance of standardized branding and the resources and tools available to them.

Recommendations

Expand and Increase Communication Efforts

Both employees and citizens have expressed the need to expand the county's overall communication efforts. This includes increasing the types of communication methods used, both online and printed form, increasing the frequency information is communicated, and exploring new types of communication methods to reach all citizens. In order to expand and increase communication efforts, it is recommended for the county to:

- Encourage county staff to present to community organizations
- Launch a traditional (printed) communication and marketing campaign
- Increase advertising efforts through various methods that include digital and traditional opportunities
- Increase social media efforts by consistently posting to the county's four social media platforms (Facebook, Twitter, Instagram, and Nextdoor)
- Expanding partnerships with local media outlets

These recommendations will allow the county to increase its reach to citizens and employees and ensure that messaging is provided to citizens and employees through various communication methods. It will also allow the county to build trust with its citizens and employees so that communication received will be viewed as honest and reliable.

Increase Community Engagement Opportunities

The county believes successful government agencies require participation and involvement from its citizens. While the county does have some opportunities for citizens to provide input and be involved in county initiatives, more opportunities should be made available to make sure all citizens feel included. To increase the community engagement opportunities, it is recommend for the county to:

- Participate in Local Community Festivals
- Expand Partnerships with Community Organizations and Businesses
- Develop more surveys and polls for citizens to provide feedback
- Increase the Communication to Notify Citizen of Appointed Boards and Committees Opportunities
- Schedule Community Meetings throughout the county to provide updates to citizens

By expanding partnerships with citizens, community organizations, and businesses, the county can better tell its story and provide citizens the opportunity to be a part of our story. In addition, offering various types of community engagement activities will allow citizens to gain trust with our county departments and provide more input to assist county officials with making informed decisions that meet the needs of our citizens.



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