

Disseminating Information to People in Vernacular Settlements through Magazines: Communication Strategies of the Vista Magazine, Medan City Government, Indonesia

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Abstract

The importance of internal public media such as magazines encourages community participation in supporting government programs. Knowledge can provide information about government policies, programs, and performance achievements. This research explores the role of Vista Magazine as a response to the need for more engagement between the Medan City Government and the people in the vernacular settlements and the community. It analyzes the communication strategies applied by the government's public relations department in disseminating public information.

This research uses descriptive qualitative research by interviewing stakeholders at the Communication and Informatics Office of Medan City. Secondary data was obtained by quoting books, journals, and Vista Medan tabloids. Data analysis includes data reduction, data presentation, and conclusion drawing.

The results show that the relationship formed between the Medan City Government and the community was quite good. The communication strategies used are audience segmentation, determining informative content messages, policy information, openness and transparency, responsiveness to public input, and attractive visual design. Although this magazine has made a positive contribution, the sustainability of the Vista issue is still faced with several obstacles, namely the lack of the adoption of e-paper technology and competition with other online media.

Keywords: Communication, Strategy, Government, Magazine, Public Information.

Introduction

Information disclosure is essential to communication between the government and the people. Based on the Law of the Republic of Indonesia No. 14 of 2008 concerning Public Information Disclosure. Information is a basic need and human right. Public information disclosure is a means of optimizing public supervision of state administration and public bodies. Such oversight includes public policy-making plans, public policy programs, and public

decision-making processes, as well as the reasons for making a public decision (Yendra & Bond, 2022). This encourages local governments to require internal media. Internal media is a part of public service that provides and delivers public information to the public (Gao & Lee, 2017). The Medan City Government has a magazine or Vista Magazine to help the Medan City Government in disseminating events, activities, programs, and performances. Its presence is inseparable in informing the vision-mission implemented in programs in the planning, implementation, and evaluation stages.

The process requires the role of Public Relations (PR) in building relationships between the government and the Medan City community through public relations media. With the budget owned by the Medan City Government in 2023 reaching Rp 7.86 trillion, it can carry out massive development (Marina, 2023). It encourages the role of PR in socializing, delivering policy plans, and supervision. This role is a form of transparency in implementing policies.

The internal media of Vista magazine talks about more than just the quality of the effectiveness aspects in the process of disseminating information. But public affordability and quality of public information. This aspect can encourage public relations media practices such as Vista Magazine, whose news segmentation about the Medan City government requires a unique strategy accepted by the people of Medan City. The news is based on news that reduces conflict through criticism, encouraging PR creativity and attracting readers to be involved in development participation. The publication of Vista Magazine is based on the Medan City government's desire to fulfill the right of the people of Medan City to become an informative society. It was referring to the 1945 Constitution Article 28F. The internal media of Vista Magazine, carried out by the Medan City Government in collaboration with the Communication and Informatics Office of Medan City is inseparable from the government wanting to share information about the Medan City area.

The prolonged presence of Vista Magazine is inseparable from the government's efforts through Public Relations (PR) to try to form an image in the community and build good relationships that encourage trust in the government to increase. However, these efforts require an information strategy. As one of the private publication magazines (publishing for their own/certain circles), Vista Magazine differs from commercial press publishing (publishing sold to the public). Vista Magazine is an initiative designed by the Medan City government in response to the need for more connection between the government and the community. In the context of Development, active community involvement is considered one of the important elements that must be prioritized. In actuality, optimal collaboration between the government and the community is still experiencing obstacles due to several factors, one of which is the reluctance of the community to have direct contact with the government.

This is influenced by the perceptions formed in the community regarding the difficulty of the government to be accessed or approached from the community's perspective. Of course, this is an obstacle for the government to implement programs intended for the public interest, especially those involving community participation. As a solution to this challenge, the Medan City Government decided to publish Vista magazine in the hope that it can effectively strengthen the bond between the government and the community, in addition to creating closer collaboration. Through Vista Magazine, it is expected that the government and the community can interact with each other by conveying ideas, notions, and information relevant to the Development, which includes the progress and Development of Medan City. On the other hand, it is not only a means to build communication but also a forum for the community to convey their aspirations. The Medan City Government is also committed to reviewing, evaluating, and implementing the ideas submitted by the public through the magazine to improve public welfare.

This research investigates whether Vista Magazine can be a solution to creating closer ties between the government and the public through PR communication strategies. Its aim is to explore the emerging communication practices in Indonesia. Its objective is to provide meaningful insights into the nuances of the communication that takes place through the Vista Magazine implemented by the Medan city government.

Theoretical Basis: Public Relations

Public relations theory is a field of study that examines the principles and practices of managing communication between organizations and their public. There are several theoretical models for public relations practice, including the Grunig and Hunt model, which describes four theoretical models for public relations practice: press agent/publicity, public information, two-way asymmetric, and two-way symmetric. Other theories that have relevance to public relations work come from the fields of psychology and education, such as agenda-setting theory and situational theory. The situational theory of the public identifies three main factors that influence how the public responds to an issue or problem: problem recognition, constraint recognition, and engagement. Situational theory can help public relations professionals to segment and target the public based on their levels of awareness, motivation, and action and tailor their messages and strategies accordingly (Travis & Lordan, 2020; O'Donnell, 2023).

Public information messages are essential to communication between the state (government) and society (Dong & Morehouse, 2022). This condition makes the role of public relations important in conveying this information (Dozier & Grunig, 1992). Heinrichs and Peters (2005) define public communication based on the contribution to the expected change objectives: The communication process in the public sphere. Public communication helps create specific issues according to the cultural context, and public communication has a relationship with the political process in policy implementation (Wu et al., 2017; Nasution et al., 2023; Regif et al., 2024).

In the context of government, public communication is used to conduct program campaigns and provide information about policies and performance achievements (Ridho et al., 2023). This places importance on government agencies coordinating their efforts and consciously communicating policy measures that may be inconsistent or contradictory to those received. These conditions make media institutions important in disseminating information (Kuo, 2016). Public media is essential for introducing plans for running government organizations. However, mastering effective communication and structured speech is one of the most essential elements in public life, as it can open or close the door to success (Irimieș, 2013). The media has a role in revealing the truth to the public (White, 2012). Engagement with the community as part of policy formation and delivery in the public communication process (Hariyanto, 2019). Using communication channels that are considered relevant is one of the determinants of the effectiveness of public communication (Rengkung et al., 2021).

Research Methodology

This research uses qualitative research. According to Creswell (2019), qualitative research is a type of research that explores and understands the meaning of several individuals or a group of people who come from social problems. Qualitative research on descriptive methods by collecting descriptive data further to analyze the case study (Moleong, 2017).

This research was conducted from October 2023 to December 2023, located in the Medan City area, precisely at the Office of Communication and Informatics of Medan City. In the selection and classification of informants, the research uses the purposive sampling technique (judgmental sampling) and categorizes informants into three categories, based on the priority of knowledge of the subject under study at the Communication and Informatics Office of Medan City. The information asked in the research is as follows:

1. Provide comprehensive information and knowledge about Vista Magazine - The person in charge of publishing Vista Magazine.
2. Provide deep and broad knowledge about the ins and outs of Vista Magazine - Chief Editor of Vista Magazine.
3. Provide information and knowledge about the implementation related to the content of Vista Magazine, including the communication strategy efforts carried out to the community.
4. Provide information about Vista Magazine's management process.

This study looked at how the magazine is managed, how the manager carries out public relations strategies, and how the manager analyzes news related to development activities. Data collection in this study used observation (direct observation), interviews, and documentation collection as needed in the research. Data analysis techniques include data reduction, presentation, and conclusion drawing (Miles & Huberman, 1994).

Findings

The establishment of Vista Magazine is one of the efforts made by the Medan City Government to improve the information knowledge of the community while strengthening the bond between the government and the community as well as providing a forum for the community to interact with each other through the delivery of ideas, ideas and information relevant to the development of Medan City. This magazine was published in 2004 through a collaboration between the Information and Communication Office of Medan City and the Medan City Government. This magazine seeks to inform matters related to the condition of Medan City, including those related to programs and policies made by the Medan City Government, while also aiming to introduce culture through dynasties owned by Medan City so that the public can be more aware of the state and situation of Medan City as well as a means of information for the government. In the process, Vista Magazine involves several positions that are divided into the Vista Magazine management structure based on the results of interviews obtained from the Communication and Informatics Office (Diskominfo) of Medan City, which several parties at least fill.

"So, Vista Magazine in the publishing process, the person in charge is carried out directly by the Head of Diskominfo Kota Medan, besides that Vista Magazine also has a Chief Editor who is filled by the Head of Statistics and Public Information of Diskominfo Kota Medan. Followed by the Managing Editor as well as Editing, namely the Sub-Coordinator of Public Information Management, the Editorial Secretary is filled by the Sub-Coordinator of Sectoral Statistics. Furthermore, the Editorial Staff is filled by the Sectoral Statistics Staff. As for the content writing process, it is carried out by several journalists, article writers, and layout stylists. This is when viewed structurally."

Informant 1:October 2023

The publication of this magazine is also carried out by the Communication and Informatics Office of Medan City itself because this magazine is a special magazine owned by the Medan City Government, whose publication period is carried out once a month. Vista Magazine Publication Draft Data 2022. For 2022 itself, every month, the Medan City Government publishes at least 2184 copies and every year, it accumulates approximately 26,208 copies. In its distribution, Vista Magazine is distributed to all official agencies in Medan City as well as distributed to all sub-districts, namely 21 sub-districts, and to all urban villages, namely 151 urban villages which are divided into 2001 neighborhoods Vista Magazine Retribution Report Data Year 2022, each year the number may change according to the need. However, the changes are not too significant. For example, in 2021, the number is 26,140 copies. As is known, Vista Magazine is a strategy for the Medan City government to establish closer communication with the community. Crucially, Vista Magazine has a role that acts as a medium that binds the relationship between the two, namely the community and the Medan City government.

Vista Magazine Editorial Process

The editorial of Vista magazine in ensuring public communication has several stages of production (see figure 1). The overall responsibility of the media is under the government of Medan City and the Office of Communication and Informatics of Medan City. Meanwhile, the editor-in-chief is the Head of the Statistics and Public Information Division of Diskominfo

Medan City. The source of news information comes from the activities of the Medan City Government and related agencies. The editorial includes several processes, including:

1. The editor assigns journalists to cover and write news from public relations and the results of journalists' coverage.
2. The news is sent to the editor to determine the correct rubric.
3. The editor submits to the layout department to process, starting from designing covers, layouts, illustrations, and fonts.
4. The designer is submitted to the editor-in-chief to ensure no errors occur and that the news follows editorial policy.
5. The production results are then submitted to the printer, which will later be returned to the editor to ensure the production is worth reading.
6. Distribution of the magazine to agencies in the Medan City Government.

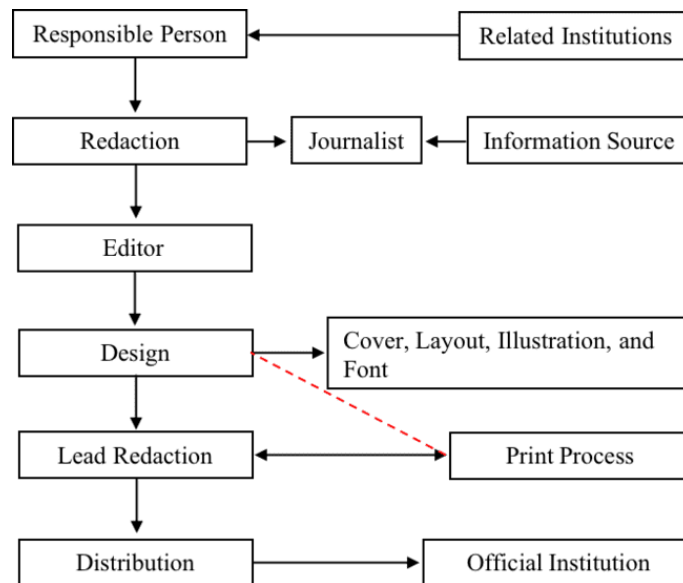


Fig. 1: Vista Magazine Editorial Process
Source: Data processed by the author, 2023

Public communication through Vista Magazine media is inseparable from the content displayed. The contents displayed follow and fulfilled the needs of the community and government program plans. Vista Magazine is divided into several sections: First, the main report, which contains essential events in Medan City. This rubric is dominated by the activities of the Medan City Government that get the most attention, especially the mayor's activities. Secondly, the Newspaper News rubric contains news that is happening around Medan. Generally, it contains the Government's efforts in improving and developing Medan city, i.e., infrastructure improvement, economic development, improving education level, and so on.

Third, the rubric contains valuable and entertaining information outside the Medan City activity program. This rubric contains perspectives and tips, with a Photo Gallery column about activities carried out by the Medan City Government and the Mayor of Medan. This rubric contains photos of activities so that people can feel and see what is happening at that time. Fourth, the entertainment rubric, such as caricature comics, contains posters of public services such as online complaint services, numbers for emergencies such as fire department numbers, and breakthroughs through the launch of online applications such as the Medan Smart City Portal. In addition, Vista Magazine has a design that displays the identity of Medan City. According to the designer of Vista Magazine, the cover is dynamically designed with several important parts, especially the identity. The Magazine Header on the left is the Medan City logo; in the middle is the writing Magazine (smaller), the writing Vista Medan (larger), and the writing below it. The simple writing with a combination of green and red colors makes the identity of Medan City clearly visible in the magazine (see Figure 1).



Fig. 2: Vista Magazine Cover

Source: Processed from Communication and Informatics Office of Medan City, 2023

According to Butterick (2012), public relations is a management function that helps build and maintain communication lines and increases understanding and cooperation between an organization and its public (Sulistiani & Wijaya, 2021). Communication activities through Visit Magazine are integral to government public relations communication. The content displayed is closely related to government activities. Government public relations communication is increasingly varied, interactive, and creative, with its stakeholders conveying various information related to the activities of government agencies (Nugraha et al., 2020). According to Abidin (2016), the unique characteristics of government communication include message content that draws attention to public affairs, meaning that every plan and activity in delivering information and communication must effectively solve social problems (Nugraha et al., 2020). The development of Vista Magazine is increasingly dynamic and strategic. This can be seen from various information reports on the mayor's activities in carrying out various activity programs. For example, the 8th edition of 2022 featured the cover of the Mayor of Medan and the Deputy Mayor of Medan.

In addition to discussing government activities, Vista Magazine contains content that urges and invites the community to be involved in development. This message is dominated by information related to tax payment information and other public service information such as Health and education. In serving the public's basic needs regarding public service information, Vista Magazine consistently disseminates information on procedures and essential information on various programs. By focusing on public information services, Vista Magazine can contribute more to realizing the reputation of Government Institutions.

Public Relations Communication Strategy through Vista Magazine

Public communication is the first and foremost factor in determining the success of public policy implementation, including policies on service quality carried out by public service organizations. In running the media as a public communication supporting the vision and mission of Medan City development, Vista Magazine requires mass media that can accommodate information needs and socialize programs and program evaluations. The Medan City Government officially publishes Vista Medan Magazine in direct collaboration with Diskominfo Kota Medan, which means it has legality. This means the news delivered must reflect the credibility of the government. In accessing it, the Medan City government still carries out distribution actions that are distributed directly to the areas of Medan City.

The Medan City Government Magazine is vital in connecting information to the public about the performance achievements, work plans, and development of Medan City. In accommodating the seven missions of Medan City such as; Medan Berkah, Medan Maju, Medan Bersih, Medan Berkembang, Medan Kondusif, Medan Inovatif, and Medan Berjati Diri (Portal.pemkomedan.go.id, 2022). One of the Medan City Government's efforts is to build the people of Medan City into an informative society, especially regarding activities or activities organized by the Medan City Government. Visit Medan magazine is a printed media that disseminates information or events that have occurred or are occurring in the Medan City area. Visit Medan or Vista media is a means for the Medan City government to build an image and public relations by prioritizing educative information. Media in the government environment can maintain and improve the image by disseminating all forms of policies or programs by expecting correct communication as a whole (Putra & Daga, 2019; Pasaribu & Adhani, 2024).

Vista Magazine has an important role in implementing public communication in ensuring information to the public about the Medan City Government's program plans. There are three important roles of Media Vista:

1. Can convey the potentials related to the programs and policies made by the Medan City Government.
2. Introducing culture through the dynasties owned by Medan City so that the public can know more about the condition and situation of Medan City itself.
3. As an information medium for the print media and a means of information for the Medan City Government to the public.

According to the informants, Vista Magazine is distributed to all Regional Apparatus Organizations (OPDs) in Medan City and distributed to all sub-districts (21 sub-districts) and to all villages (151 villages) in Medan City, which amounts to 2001 villages. In 2022, every month, the Medan City Government issued at least about 2,084 copies; accumulatively, there were about 26,208 copies annually. The number of copies is considered a form of government communication in accommodating the vision and mission. The Public Relations Communication Strategy of Vista Magazine can be (seen Table 1).

Table 1: Public Relations Communication Strategy in Vista Magazine

Source: Authors, 2023

PR Communication Strategy	Explanation
Audience Segmentation	Vista Magazine targets all community groups in the Medan City area by adjusting the characteristics of their needs. For example, people prefer news about the dynasties of Medan City and the activities of the Medan City government, especially on the agendas of the Mayor of Medan.
Content Messaging	Vista Magazine strives to provide informative, varied, communicative and two-way messages, which are obtained through feedback provided by the community or reports sent by the community through the complaint report number.
Policy Information and Program Design	Vista Magazine strives to keep informing every policy or program that is being implemented, has been implemented, or the draft program of the Medan City government. It also reviews the positive achievements and benefits of government programs in detail. In addition, various programs that involve community participation are also prioritized as news information.
Openness and Transparency	Vista Magazine upholds transparency in the information provided, especially in government affairs with the aim of building public trust and continues to review and evaluate every information disseminated.
Responsive to Community Input	Vista Magazine tries to involve the role of the community in the development of Vista Magazine, this is done through responsive actions to the inputs given by the community to the Medan City government.
Attractive Visual Concept	Vista Magazine chose an attractive design and layout, with the

use of prominent images and colors to attract readers' attention. This visual concept helps to make the magazine more appealing.

Audience segmentation helps Vista magazine to understand and tailor its content to the preferences and needs of the target audience. By identifying different audience segments, the magazine can present information that is more relevant and appealing to each group of readers. In addition, content messaging involves selecting topics, styles, and tonalities that match the characteristics of the audience. This strategy ensures that the messages delivered by Vista magazine are well received by the target audience, increasing the appeal and relevance of its content.

The policy communication strategy and program design, Vista magazine can provide clear information about the magazine's purpose, values, and vision. This helps create a better understanding among readers and supports a positive image and desired impression. Openness and transparency are important cornerstones in building reader trust. By providing clear and open information about the editorial process, information sources, and editorial policies, Vista magazine can build a strong reputation and gain the trust of the community.

Responsiveness to community input includes Vista magazine's ability to respond to feedback and criticism from readers. By listening to feedback, the magazine can make improvements, adjust, and provide a better experience to readers. The concept of visually appealing involves graphic design, layout, and image selection that can captivate readers. Attractive visuals can increase the appeal of the magazine, make it easier to understand the message, and increase reader engagement.

How the Vista Magazine Practices Public Information Disclosure

The diverse policies of the Medan City Government's programs have encouraged the importance of public media to disseminate information about the programs implemented and as an internal watchdog media that encourages the media to become a watchdog. This places Vista magazine as having an important role in channeling the government's responsibility regarding the availability of public information. There are four essential findings in looking at essential aspects of public information disclosure in Vista magazine (seen Table 2). First, Competence, the skill of presenting messages and packaging displays, requires critical skills in influencing readers. Public communication that appears in Vista magazine provides information to the public about government policies, news, and events.

Information from a single source of one-party data does not place a situation that displays one point of view. Writing skills are essential for developing effective, clear, concise, and exciting media messages. The limitation of information that only displays events rather than strategic policy plans in Vista Magazine has encouraged the assumption of the importance of creativity in developing innovative media messages that attract the public's attention rather than pleasing stakeholders. These conditions strengthen the urgency of strategic messages in providing complete and in-depth information. Vista Magazine's management competence emphasizes the ability to tailor messages to different audiences. The frequent appearance of messages describing the events of leadership activities in Medan City, rather than in-depth information on policies, may encourage doubts about the role of audience-orientated media.

Second, Coordination. Public media are responsible for planning, producing, and distributing the Communication and Informatics Office of Medan City, which is responsible for delivering public information in Vista Magazine with the editorial manager. Editors who have access to agencies under the Medan City government have the power to deliver information and obtain information. However, the coordination could be more minimal. This is because many agencies generally send information directly to internal media or mass media. This is inseparable from the need for more human resources in managing the magazine. Coordinated cross-departmental communication is more important than conflict (Rengkung et al., 2021). Even though this potential arises, efforts to build relationships between departments can reduce conflicts that may arise.

Table 2: Realization of Implementation in Magazines

Source: Authors, 2023

Aspects	Realization
Competence	The frequent provision of information about leadership activities in Medan City has led to a bias in people's views, because the ideas raised are always positive without any critical analysis of any activities or programs launched by the government.
Coordination	There are still many agencies that generally send information directly to internal media or mass media outside of the Editor and related agencies under the coordination of the Communication and Informatics Office of Medan City. This causes a lack of exploration of information that should be given to Vista Magazine for publication.
Collaboration	The Medan City Government and the Communication and Informatics Office of Medan City have collaborated with related parties.

Third, Cooperation and Collaboration. In encouraging mutual concern about the importance of public information, Vista Magazine cooperates with relevant agencies under the responsibility of the Medan City Government and the Medan City Communication and Information Office. The cooperation encourages mutual concern and coordination that encourages the emergence of supervision of program plans. Such care can encourage and involve relational, emotional, humanistic, and personal components in government public relations (Dong & Morehouse, 2022). This makes cooperation by relying on responsible care promote trust in the exchange of information. Then, the editor reports in the form of news. This step can encourage the efficiency of the information produced. So far, Vista magazine's cooperation has been influential within government agencies and limited to external media.

Managing the Public Interest through Public Communication Media

Building public communication in Vista magazine puts the first-person point of view of the Medan City government and related agencies display. The characteristics of the magazine as a public media give the government the power to build impressions on the public. Meanwhile, the interaction space in the magazine is minimal, where the exchange of messages with several people within or outside the organization. The research findings refer to five aspects of public communication (seen Table 3). First, Relevant content. Instead of presenting in-depth information about policies and policy socialization, the editorial team presented event information as relevant content to use. Informants mentioned this step as an effort to build government engagement with the community. Content relevant to the audience is significant in public communication in the media. Relevant content can increase audience interest in the message conveyed. This is then used by displaying various mayoral activities with the community and ceremonial activities that display close relationships. The decision is inseparable from the editorial policy that places public information applied in event information.

Second, message consistency. The message must be minimal and closed to build a positive image and increase the value of a Medan City Government agency. This is the need for more space for criticism displayed in the media. The messages conveyed refer to one point of view. Consistency in building the message can increase public trust in the government. However, by reducing diversity, messages appear in information, opinions, and interests. There is a tendency to display only informative diversity rather than providing space for criticism. As a result, messages in the form of government program plans, government activities, and the mayor's leadership became very dominant. According to informants, this step is inseparable from Vista magazine's efforts to inform, inform, or motivate internal and community behavior change.

Third, audience involvement. Audience involvement can increase audience participation and support for the organization or government. In this case, the audience is the people of Medan City, who are minimally involved, starting from limited opinion space as a

source of minimal information. These conditions make Vista magazine have limited interaction space. This tendency refers to one-way communication.

Table 3: Implementation of Public Communication
Source: Authors, 2023

Aspects of Public Communication	Details
Relevant content	Tendency to show events of Medan City Government
Message Consistency	Government programme plans, government activities, mayoral leadership
Audience Engagement	Very limited community and reader engagement
Credibility	Increasing credibility by displaying the identity of the author and writing firmly, even though the news angle is from a single source, leaving no room for criticism.
Effectiveness	Presents information on policies, programmes, however limited.

Fourth, media credibility can increase audience trust in the messages conveyed. In government media, a clear identity provides an advantage in convincing the public about the information conveyed. The author, source, and manager's identity in the magazine gives a sense of trust in a credible identity. However, Vista magazine's adherence to journalistic principles and ethics, such as balance and transparency, still needs to be improved. Balance is inseparable from the various sources of information conveyed. So far, Vista Magazine features sources from the government, and the dominant news that leads to news sources refers to the mayor of Medan and related agencies.

Meanwhile, transparency in operations and reporting in building public trust and promoting good governance is important. Vista Magazine should maximize an open attitude to encourage fast and precise information dissemination. Fifth, Effectiveness. However, presenting information on policy programs needs to be more comprehensive and tends to give a vast portion to the Medan City government. The information needs to be more in-depth, limiting the need for information for the public. The manager puts Vista magazine on limited access rather than expanding the reach for the public to consume information. In building effective public communication, it is essential to pay attention to specific messages to the audience.

Implementation of Public Media in Improving Public Services

The inability to build good communication in the public service can result in poor public services. This makes Vista Magazine important in providing information services to the community. Although the limitations of the magazine, which cannot be accessed online, contradict the principle of e-government implementation developed by Medan City, media managers need help to provide public services. Vista Magazine is used externally and internally by Medan City government organizations. Informants said that Vista Magazine is used as one of the benchmarks in assessing the performance of related agencies and building relationships between the government and the community. Several aspects of Vista Magazine are used in providing public services.

First, it motivates behavioral change in government agencies and encourages community involvement. PR media strengthens character by providing information and managing public opinion and services. The mention in the news "Medan Mayor: Instill the Fighting Spirit and Fill Independence with Positive Things" emphasizes behavioral change internally and in the community. Reporting from a leadership perspective is one of the dominant ones in building behavior. In addition, in motivating behavioral change, public communication involves various levels of society to get involved in development and support government plans such as infrastructure and human resources development.

It was second, building a reputation. Vista Magazine encourages relationships that foster trust by providing information about government policies, news, events, and other important information in building these relationships. The magazine manager puts the ability and leadership style into a strategy to build a positive image of the magazine with the

community. The strategy can be seen from the dominance of the Mayor's activities in the magazine. At the same time, information on programs, policies, and performance reports becomes information that supports leadership.

She was third, managing public opinion. Vista Magazine applies an understanding in forming or changing public opinion, not seeing the information currently developing and being discussed so that issues that have the potential to cause criticism and controversy will automatically be avoided. Managing public opinion by presenting information relevant to the community, such as information on policies and actions of the Medan City government, can encourage the emergence of knowledge in the community. The mention of the Universal Health Coverage (UHC) program implemented in Medan City in the form of the National Health Insurance (JKN) is reported to change public opinion and encourage the development of knowledge about the health program.

Table 3: Public Media Realistas in Vista Magazine
Source: Author, 2023

Aspects of Public Media	Details
Behaviour	Community involvement in various Medan City government program.
Membangun Reputasi	Public relations in government involves providing information to the public about government policies, news, events, and other important information.
Managing Public Opinion	Leadership engagement in building government and society.
Information Services	Limited to offline access
Media Reach	Distribution to relevant agencies, limited amount of processing.

Fourth, information services. A professionally developed, transparent information provision process will increase public trust in government performance. This can improve public relations with stakeholders through quality information services. Vista magazine has limitations in providing balanced information, so information about policies will be more reliable due to the lack of opposing information. However, Vista magazine's access still needs to be expanded to print, unable to accommodate the needs of online readers, thus limiting the opportunity for the community to be directly involved in monitoring government activities.

Fourth, Media Reach. Vista magazine, which was created for limited segmentation, places limited distribution. The placement of Vista magazine products in offices in Medan City makes information services rarely accessed by the community. This limited outreach makes many people in Medan unaware of the magazine. Informants from the manager said the magazine was distributed to various government agencies. The agencies later distribute the magazine, and the number of copies is limited.

Public Media: Innovations

Efforts to improve the quality of information through magazines, not only about activities and community services. Vista magazine is present in introducing culture in Medan city as an effort to introduce tourism. Editors who map information about government performance achievements and build cultural and development branding. This is a strategy for attracting uniqueness in Medan City. Initially, the magazine only aimed to disseminate information about the potential of Medan City through its activities and programs. Efforts to change the magazine's universal approach were no longer practical, so it needed specialized information. Vista Magazine adjusted the strategy needed by the community with the public information packaging of Medan City. This impacted community participation in implementing activities, policies, and programs.

Vista magazine's reluctance to adopt digital distribution that helps communicate effectively with the target community is apparent and adjusts to the community's interests. The issue of effectiveness is inseparable from a program's successful functioning or efficiency to achieve the desired goals. The editor of Vista magazine provides information that answers the objectives of the work plans, programs, activities, and community services of the Medan City Government. News that is dominant in this aspect provides public perception of information disclosure. This is to the Public Information Disclosure Law No. 14 of 2008, which states that

Public Bodies should not hide any information from the public. This is by the principles of Good Governance, which are open and transparent. The collaborative step taken by the Medan City Government and the Communication and Informatics Office of Medan City in publishing Vista Magazine plays an important role. The high number of circulations strengthens the assumption of public enthusiasm to read the magazine. The community becomes more informative in receiving information presented in Vista Magazine through the contents that have been prepared. However, the information displayed is more dominant in the mayor's activities.

Like most print media, it experiences problems with the presence of online media and digital systems. The media needs innovation towards digital to improve the media's ability to present content. Even though it was established 18 years ago, the Vista Magazine publishing process still needs to be improved. There are several obstacles faced. First, limited reader segmentation and reporting from only one point of view. Both of these limits the readership to the plans and implementation of programs in the government, resulting in limited readership growth in the Medan City community. Secondly, there has yet to be any adoption of technology related to publishing the e-paper version. In the face of current public interest, reading printed media is declining. The development of the times and the internet has caused people to switch to online media or social media (Indainanto, 2021). The editorial step to refrain from publishing e-papers is a challenge in attracting young readers more interested in the digital world. In the face of these developments. Editors need to consider digital distribution.

Moreover, multi-directional communication is needed to shape people's mindsets with information created to change people's thoughts about the Government (Juanda, 2017). This can be done through digital activities. However, despite this, the Medan City Government and the Communication and Informatics Office of Medan City continue to collaborate to improve their innovation in Vista Medan Magazine and endeavor to provide public information services to reach the informative people of Medan City.

Conclusions

Vista Magazine is an initiative designed by the Medan City government in response to the need for more connection between the government and the community. Through Vista Magazine, it is expected that the government and the community can interact with each other by conveying ideas and information relevant to the development and growth of Medan City. Based on the research, several communication strategies implemented through the publication of Vista Magazine include:

1. Audience Segmentation, which targets the entire community.
2. Determination of Message Content, which is related to informative and varied information content.
3. Policy Information and Program Design, which informs every government policy and program.
4. Openness and Transparency, which upholds Transparency in all information provided.
5. Responsiveness to Community Input, which seeks to involve the community in the development of the magazine.
6. Attractive Visual Concept, namely choosing an attractive magazine design.

On the other hand, the magazine manager puts his leadership skills and style into a strategy to build a positive image of the magazine in the eyes of the community. The strategy can be seen from the dominance of the mayor's activities in the magazine. At the same time, information about programs, policies, and performance reports becomes information that supports leadership. However, inevitably, there are still obstacles that affect the sustainability of Vista Magazine, such as the increasing presence of online media and digital systems that dominate and the limited access of Vista Magazine in disseminating public information to the public due to the absence of technology adoption related to the publication of the e-paper version, which is one factor that is quite influential on the sustainability of the magazine.

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