

CITY MANAGER MEMORANDUM
#37-2019

DATE: July 22, 2019

TO: Honorable Mayor Antonio B. Esquibel and City Council Members

THROUGH: Heather Geyer, City Manager *hmg*

FROM: Heather Grady, Interim Communications Manager *HGRADY*

SUBJECT: Communications Update 1 of 2

PURPOSE

Staff is seeking feedback regarding the draft communications plan, including staffing of communications division and ensuring alignment with council vision.

BACKGROUND

In late February of this year, the City Manager brought on contract support to complete an assessment of the communications division of the city, including assessment of current efforts, providing strategic counsel regarding roles and responsibilities, and recommendations for a city communications plan to support council's vision and goals. While completing the analysis and recommendations, Heather Rule Grady has also been serving in the role of Interim Communications Manager.

This communications update is being provided to City Council in support of these efforts. It includes recommendations around structure and function to ensure there is long-term stability in the division and in the management of the division while not sacrificing current performance levels.

At the same time that the evaluation has been taking place, the communications functions of the city have continued at pace, though some changes have taken place in alignment with recommendations and long-term planning efforts. In addition, 50th Anniversary events and activities have progressed at council direction and in collaboration with other departments' staff.

Due to the unforeseen changes in recent weeks and the subsequent need to reschedule the third and final council strategic planning session, this update is one of two communications updates that will be provided to city council.

The attached Job Description and Basic SWOT Analysis and Recommendations should be considered complete in current form. The attached Communications Plan is in **draft** form and will need to be finalized once council completes its third strategic planning session in August of this year. Once the strategic planning process has been completed, the second update with City Council will be scheduled.

A communications plan, in order to be effective, needs to be a living, breathing document that is used for quarterly evaluation of city communications and should be regularly updated and amended in response to measuring, monitoring, resource allocation/reallocation and any shifting needs and priorities. It is recommended the Interim Communications Manager provide a monthly update to the City Manager on progress.

Communications Division Staffing Recommendations

Staff recommends the hiring of a strong and knowledgeable Communications Director with significant local government experience. This will include a reclassification of the existing Communications Manager position. The current salary grade for the Communications Manager position is S222, \$79,775 - \$106,459.

If Council supports this reclassification, a formal request will be brought forward to the July 22nd City Council meeting. The position will then be posted the week of July 22nd. The budget implication total would be \$106,459 - \$142,069. This includes the change of title and position level from Communications Manager to Communications Director.

The draft Communications Plan also recommends the hiring of a less seasoned generalist support position to assist staff across the communications spectrum of needs. This position would be a part time support function at 20 hours per week. The City Manager will consider this position as part of the proposed 2021 Budget new position requests and will bring that request forward if funding is available for it.

STAFF RECOMMENDATION

Staff recommends council consensus on moving forward with the reclassification request and timeline of finalizing a communications plan after the August strategic planning session to ensure alignment with council vision and goals.

BUDGET/TIME IMPLICATIONS

Additional needs to complete the Communications Plan have been considered in the budget process by shifting allocated dollars within the existing budget. These include staff development and training opportunities; tools and equipment to support communication needs; expansion of city-wide print publication(s) and distribution; continuation of street banner program; and additional outside resources where needed.

STAFF REFERENCE

If City Council members have any comments or questions they may contact Heather Rule Grady, Interim Communications Manager, at 303.450.8713 or hgrady@northglenn.org or Heather Geyer, City Manager, at 303.450.8706 or hgeyer@northglenn.org.

ATTACHMENTS

1. Communications Director Job Description
2. Basic SWOT Analysis and Recommendations
3. Draft Communications Plan (18-month)
4. Asset List

CITY OF NORTHGLENN**POSITION DESCRIPTION**

Position Title: COMMUNICATIONS DIRECTOR

NATURE OF WORK:

This is responsible professional and technical work in the strategic planning of communications, public information, internal communications, media relations and the creation and distribution of public information for internal and external stakeholders.

This position is responsible for managing the external relationships between the City and its local, regional, and national stakeholders. This person will be responsible for communications planning, development of strong relationships with members of the media and community representatives, professional community relations/community outreach and some events, regular media training and coaching for City staff and leadership, design and maintenance of communications materials, design and standards, and all of the City's online, in-person, multimedia, and printed communications.

Specific work will involve a broad range of tasks, including project management, media relations, crisis communications, website content management, digital media management, marketing, electronic communications, special events, intergovernmental relations, resident engagement, and community building. This position will effectively represent the City and maintain strong partnerships and well-informed relationships between the City and its residents. Assists all City departments in the planning, development, implementation and execution of communications, marketing and public relations policies, branding and social media strategies, while identifying and implementing communication programs to ensure the City's identity is managed professionally and consistently. Serves as a part of the City Leadership Team.

Assignments are usually broad in scope and require considerable initiative and knowledge in their execution. Work is reviewed through observation of results obtained, discussions and reports.

ESSENTIAL DUTIES & RESPONSIBILITIES

(Any one position may not include all the duties listed nor do the listed examples include all tasks which may be found in positions of this class.)

Attends all city council study sessions and meetings, or designee.

Provides professional, proactive counsel and assistance to City leadership, departments, and the City Council in the areas of public relations, marketing, public participation, crisis communications, and strategic communications.

Serves as public information officer on non-police matters.

Writes articles for various City publications using information gained through interviews, research and observation; performs any necessary writing, editing, or other preparation of copy

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submitted for printing or publication.

Leads the communications team that serves as an "in-house agency" for all city departments in all communications efforts,

Answers questions on general City information for residents, special interest groups, local organizations and the media.

Plans and implements the use of the Northglenn brand and graphic standards; manages the use of the brand.

Provides project and program management for city communications efforts.

Writes, designs and updates information for the City's website.

Provides strategic direction and ongoing management for the City's social media presence, which includes Facebook, Twitter, and any City blogs, newsfeeds, or other outlets.

Attends special events and special activities, or assigns staff, for the purpose of gathering information, photographing and disseminating related data or designates tasks to subordinates

Monitors media articles, reports and broadcasts; follows-up with corrections, rebuttals, additional information, or clarification as necessary.

Plans news releases, public information strategies and information dissemination.

Develops relationships with media representatives and assists in gathering information and arranging interviews.

Supervises Public Communications Specialists and/or other staff as needed.

Writes speeches for Mayor, council members, City Manager and other senior staff, as requested.

Prepares and delivers dynamic presentations at city council, community and department functions.

Plans and coordinates creation and distribution of a wide variety of materials and publications.

Directs and oversees planning and monitoring cable broadcast capabilities. Coordinates and directs video programming/production for specified projects.

Administers, directs and manages the content of the City website.

Performs a wide variety of special assignments for the City Manager as a representative for the City.

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Provides excellent customer service; communicates courteously and responsibly; provides effective and efficient service both internally and externally.

Creates and retains effective working relationships throughout the organization and in the community.

Establishes and maintains an effective working relationship with other department directors and other government agencies and community groups to implement City strategies.

Performs duties in a manner consistent with the vision, mission and stated values of the City.

Coaches, counsels and provides support and professional development opportunities for staff.

MARGINAL DUTIES:

Takes/scans pictures for employee newsletter, special projects and other City publications.

Provides event management and event support as required.

Serves as a member of task forces, committees and teams as assigned. Represents the City in the public and to other agencies as assigned. Special projects as assigned. Performs related work as assigned by supervisor.

Manage external consultants providing specific communications, engagement and outreach services for projects and programs as required.

Performs related work as required.

EDUCATION AND EXPERIENCE:

Graduation from an accredited four-year college or university with major course work in public relations, journalism, marketing, communications or related field; Master's degree in business administration or public administration preferred; eight to ten years local government experience; including two to four years in a progressive supervisory role; professional experience in marketing and/or public communications; professional experience in strategic communications; public information campaign development and execution, website administration; social media management and knowledge of video production; or an equivalent combination of education and experience which provides the following knowledge, skills and abilities:

Considerable knowledge of modern practices, procedures and techniques of maintaining effective public relations and community engagement.

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Considerable knowledge of local government administration and public communications best practices.

Working knowledge of the techniques and practices employed in interviewing and researching material for publication - print and digital.

Working knowledge of creative direction, graphic design, and printing processes.

Familiarity with marketing techniques as they relate to public communications.

Strong project management skills and experience.

Solid skills in creating and / or directing the creation of appealing creative materials, including infographics, for diverse audiences.

Experience measuring the success of public information campaigns.

Working knowledge of website administration.

Working knowledge of video production.

Ability to conduct effective media interviews.

Ability to communicate effectively, both orally and in writing.

Knowledge of AP style.

Ability to prepare and perform informational and persuasive presentations in a variety of formats and settings.

Ability to exercise initiative and judgment to make decisions within the scope of an assigned authority and assess or understand both the short and long term impact of decisions.

Ability to establish and maintain effective working relationships with others.

NECESSARY SPECIAL REQUIREMENTS:

Must possess at the time of appointment and maintain a valid Colorado motor vehicle operator's license and good driving record.

MATERIALS/EQUIPMENT USED:

Computer/Word Processing/Scanning Equipment
Video/Still Camera Equipment
Channel 8 equipment
Graphics/Word Processing Programs

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Adobe Creative Suite
Other Office Equipment (i.e. telephone, copier, fax machine, etc.)

WORKING ENVIRONMENT/PHYSICAL ACTIVITIES:

Occasional lifting of video equipment (up to 50 lbs.)

ADDITIONAL POSITION INFORMATION:

This position is expected to be available 24/7 as required for job performance.

This is an exempt position (not eligible for overtime compensation).

This position is a functional working director / manager.

Performs work using recommended and required personal protective equipment (PPE) as described in the Job Safety Analysis (JSA) for each task.

Attendance is an essential function of the job.

Preface:

This SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis and resulting "big picture" recommendations is a tool that should be used in conjunction with the communications plan to build Northglenn's communications infrastructure and to make decisions on resource allocation and prioritization.

A SWOT analysis is a strategic planning technique that is used to identify strengths, weaknesses, opportunities and threats for a business venture, project or entity. With a local government, it can be a useful tool to break out of certain mindsets and provide a framework for creating concrete plans to meet goals and make decisions regarding resource allocation.

The SWOT analysis is only one tool and is herein combined with recommendations in an effort to ensure it is not simply a compilation of items / factors into a list but a resource to help provide critical thinking around communications' roles and responsibilities in helping the city realize its vision.

In general, Strengths and Weaknesses are internally focused and Opportunities and Threats are external in focus. This should not and cannot be viewed as a comprehensive SWOT analysis for the city, but a tool to provide context for the development of a communications plan for the city. This is a basic analysis focused on historical and current internal and external communications efforts by the communications division as well as communications efforts undergone by departments and divisions, often without the support of the communications division.

The analysis is a result of observation; review of documents created and compiled over 10 years; one-on-one interviews; department and division meetings; email inquiries and performing the position of Interim Communications Manager for just over three months. It is recommended that another, more thorough, analysis is undertaken in the second quarter of 2020 after the new head of the division has been in place for six months to one year and changes have been implemented for that same period. This analysis should include team meetings to gather staff input across the organization directly from staff / internal clients; community focus groups; a survey to all boards and commission members and a community input tool on social media.

General Observations - communications division:

The city of Northglenn has been through a number of staff changes in recent years. This includes multiple City Managers and Communications Managers.

Staffing changes in the communications division have led to inconsistencies and lack of transparency in communications efforts as well as a lack of clarity in roles and responsibilities, strategies, priorities and vision. This has also led to a distrust of the division and a lack of collaboration and coordination in communications efforts citywide. Other departments and divisions have, at times, taken on communications duties because the communications division has not been able to fulfill their needs.

The staff of Northglenn is dedicated and committed to the success of the organization. However, there has been a culture of surviving for some time. It will be a challenge to shift to a culture of thriving but actions taken by the City Manager and data from the employee survey indicate steps toward, support for and interest in this organizational shift.

The Communications Manager job description is inconsistent with the position requirements. This has made it difficult to bring on the correct person with the appropriate skills. It has not been competitive in the marketplace and has made it challenging for those in the position to meet the requirements once in the position and performing the job.

Communication and a perceived and actual lack of communications is a high priority for residents, council and staff.

The active and engaged residents of Northglenn have always been and are committed to the city and want to be involved in a manner and extent to which they choose.

The following observations are being addressed by the City Manager and Interim Communications Manager, but are provided for context:

The communications division has been operating in a reactive mode. This means there is a daily re-prioritization of tasks, lack of monitoring and feedback and other challenges that need to be addressed. There is a lack of standard operating procedures for the division.

The demands and expectations of the communications division have grown exponentially over time and staffing and tools have not been allocated to meet the increased demands and expectations.

The communications division has historically been challenging / difficult to work with and is perceived as non-responsive by other departments and divisions. There has not been a clear structure to "how we do business" as a communications division.

Goals, needs and priorities of the communications division (at times driven by one-time events or crises) often conflict with goals, needs and priorities of other departments / divisions.

Technology in the field of communication with and to residents has changed significantly in recent years and will continue to change. Residents will demand utilization of new tools and engagement tactics.

Strengths

Northglenn is a city with passionate residents and staff. The government is divided into departments by Charter to provide services and resources for residents and businesses. While there has been instability in some senior leadership positions, staff has continued to perform at the level possible within constraints and changing directions. The new City Manager is dedicated to "steadying the ship" and providing clear leadership with a high level of professionalism and collaboration within the organization.

The new City Manager has undertaken to make the organization more professional in both structure and function. Resources have been committed to council strategic planning, a resident survey and an employee survey. This will provide the City Manager and Leadership Team the ability to assess current status with regard to programs and services and provide a baseline for growth and development internally and externally. It is also important to note that the City of Northglenn has been innovative and creative and has stories to share that demonstrate this innovation and creativity, if the right support is there and the structures support telling these stories internally and externally.

Strengths are the internal attributes and resources that work to the benefit of the organization. In "marketing speak" they provide us with an advantage over others. With regard to a communications plan, these are positive aspects and resources that we can utilize to tell stories, share experiences and capitalize upon these as assets to reach organizational goals.

Structural and Functional Strengths

- Committed staff
- City Council, City Manager, and city staff believe in Northglenn and are committed to the city's success
- City Manager is making structural and functional changes to lead to more effective and efficient structure and function
- Many staff members have plugged away and are getting stuff done despite leadership changes and unclear direction
- Staff was honest and open in employee survey and focus group meetings
- Where and when the communications division has not been responsive or engaged, staff in other departments have moved forward with projects, programs and communication efforts to make sure communication occurs
- Police department dedicated PIO
- Police department social media channels
- Long-term employee recognition programs
- Active boards and commissions members
- Benefits package is attractive to potential employees
- Staff expertise and institutional knowledge (both a strength and a weakness)
- CPAAAN

Owned and Managed Assets (Greater detail on assets is outlined in asset document)

- Connection
- Direct Mail Post Cards
- Website
- Annual Reports
- You Tube Channel
- Channel 8

- Social Media Channels
 - Facebook
 - Instagram
 - Twitter
 - NextDoor
- NiC (Intranet)
- Banners at Recreation Center
- Bulletin Boards
- Access Northglenn
- Northglenn Arts email list
- Northglenn Arts brochure
- Parks and Recreation email list
- Parks and Recreation brochures
- Light pole banners
- Digital signage partnerships with businesses
- City Manager bi-weekly report - is changing and improving by incorporating staff and council suggestions

City structure, function, and programs

- Regionally recognized signature events that drive people into the city
- Northglenn Arts - programs and performances are exceptional
- Northglenn Arts - outdoor art collection is surprising and an under-told story
- Celebration of 50th Anniversary
- Funded CIP projects
- Parks and Open space is enviable
- Community Engagement Events and Activities
 - Ward meetings
 - Mingle with the Mayor
- Community Events
- City Beautification Awards
- Resident Recognition Program
- Block Party Trailer
- Community Engagement Recommendations need to be revisited through the lens of a collaborative and cooperative lens to assess and activate where it aligns with City Council and City Manager vision
- Trail adoption program
- National Night Out
- Staff longevity awards and other city staff award programs
- Extensive Parks, Trails and Open Space
- Senior programs, services and people

Weaknesses (Barriers and Challenges)

Northglenn has internal barriers and challenges that need to be addressed in order to transition into a high performing organization across all departments. The weaknesses outlined below are internal. Many came out of the employee survey.

The primary goal of the government is to serve residents and businesses in Northglenn. In order to do so at the highest level of customer service, the internal culture needs to shift from one that

is reactionary and crisis-driven to one that is planned, measured, vision-aligned prioritization and action.

Weaknesses are internal attributes and resources than can or do stand in the way of an organization reaching its vision and working at its highest and best functionality. Recognizing, analyzing and addressing these can turn them into strengths or minimize the negative impact.

Structural and Functional

- Lack of crisis management planning
- Need for steady, consistent leadership as the city has been through many changes in leadership in the past few years, including in the positions of City Manager and Communications Manager
- There is more work that needs to be done by the communications division than there are resources to complete the work in a timely fashion
- Lack of communication from leadership to all employees - limited or no feedback loop
- Council often uses a direct line of communication to staff, going around the City Manager to front line staff
- Lack of focus on internal communications
- Has not been an emphasis on capacity building for existing staff
- Historic lack of trust in communications division
 - Communications has historically often not engaged in a consistent and comprehensive manner with other departments or divisions to assist them in communications efforts
 - There is a lack of understanding of the role the communications division has in the city.
 - Communications has consistently underperformed for internal clients - late on delivery or not getting things done (often due to shifting priorities and "emergency" response needs)
 - There is a lack of formal requests for work from and with the communications division often leading to incomplete requests
 - Lack of feedback loops from communications division
- Much "work" is completed (not just in, with, and for communications division) via email and this leads to miscommunication regarding priorities, needs, wants and deliverables.
- Mindset of "this is the way we've always done it" / institutional knowledge (both a strength and a weakness)
- Unclear role and expectations of Leadership Team (this is changing)
- Lack of understanding of roles and responsibilities of other staff not in one's department or division

Owned and Managed Assets

- Funds spent on external services not needed nor measured effectively
- Website needs to be evaluated and assessed regularly / should be a priority due to the utilization of the website by both internal and external audiences
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- Emailed Newsletter to residents - went away, but still advertised on website - needs strategic purpose to be utilized effectively
- Use of videos on Channel 8 and Social Media channels can be expanded to meet organizational goals
- NiC - is underutilized

- Telephone town halls - were looked into and used briefly with a favorable response, but should be considered as an option to increase engagement

City-wide

- Constantly and consistently shifting priorities
- Changes in leadership have been unsettling and have defined perceptions of the city
- Ward meeting attendees are often the same attendees, not new people
- Social Media channels have been created but not assessed regularly - there may be too many - needs specific analysis and measurement in alignment with communications plan
- There is a perceived lack of planned opportunities for a meaningful presence for council members at city events and activities
- Desire to expand community engagement without a definition of what that means or how success is measured.

Opportunities

Opportunities are external / external outreach elements that the city can use to achieve strategic priorities and goals to meet the vision. These are elements that can be tapped into, expanded or used to enhance our communications efforts.

- Passionate, active and engaged residents - small in number but demographics shifting
- Council strategic planning process
- Resident survey and commitment of city manager to conduct on a regular basis
- Comprehensive Plan planning process
- Civic Campus Master Plan Community Engagement
- Development and Redevelopment Opportunities / NURA
- Completion and consistency of rebranding
- Ability and direction to analyze and augment city website and drive residents to areas where they are able to "help themselves"
- Regional media opportunities to promote city programs, projects, events and activities
- 50th Anniversary momentum
 - Resident Recognition Program continuation after this year
 - Light pole banner utilization
 - Regional media interest generated
- Awards for programs, activities and events - local, regional, state-wide and national
- Memberships and potential for presentations at conferences, etc.
- Census 2020 outreach efforts
- New Resident Welcome Packet - has been discussed for years
- Community partnerships and resident driven groups

Threats

Threats are those external elements that could cause trouble or create challenges to communications efforts.

- City is land locked and this limits growth
- Seen as a bedroom community - historical perspective

- Perceptions related to revolving leadership over a long period of time - perceived instability and not a good place to work
- Increased "competition" for some historic events and activities - candlelight vigil; 4th of July event
- 24-hour splash news cycle that does not lend itself to local government coverage
- Lack of knowledge of city assets outside of city or those involved
- Lack of structured internal communications focus has led to negative or incorrect external perceptions of city
- Lack of intentional story telling and sharing successes

General Recommendations:

- Capitalize upon 50th Anniversary Celebration as a communication tool (in progress, but more effort is needed in communications plan through the fall and into 2020.)
- Update job description and classification of division head to Communications Director with clear expectations and job requirements
- Strategize. Stop, take a look and ask why to break the cycle of "do, do, do" and build a culture where it is acceptable to take time to plan, execute to the highest level, monitor results and report back to internal and external stakeholders
- Build tool for internal clients to request work by the communications division (underway in collaboration with IT)
- Make it ok for communications division staff to provide a "no" or "not now" response when other needs are a priority and communications division staff provides a polite and timely response to include explanation and possible timeline if staff needs to move forward
- Create and provide a "road show" to educate other department and divisions on role of communications division; train others on new request database; and provide clear expectations for division staff and internal clients and create a "help us help you" mentality
- Build capacity and further expertise among communications division staff
- Utilize resident survey responses to make changes to asset list and communications plan
- Update website through data-driven analysis and recommendations
- Improve communication among departments
- Build a culture of feedback loops
- Utilize results of vision and strategic priorities to align plans across city (council strategic planning)
- Improve communication between staff and leadership team

Short-Term Recommendations (through December 2019)

- Create Standard Operating Procedures for all communications division request (in progress)
- Eliminate unnecessary contracts and financial commitments
 - Google ad words campaign - savings of \$1,000 per month with cancellation
 - News service - can do internally
- Build a 12-month social media schedule request (in progress)
 - Must include feedback loop
 - Will reflect all city social media when completed
- Build an internal three-year calendar that reflects annual communications needs throughout city (in progress)
- Create communications division requests database (in progress with IT - see above)
- Provide one-pager to keep on file for every communications division request
- Update how photos are saved and their nomenclature for ease of use (in progress)
- Assess Connection
 - Assess content and structure to respond to resident survey and council strategic planning; look at best practices
 - Add police stats and crime prevention
 - Add CIP project updates
 - Add Council Corner
 - Add Boards and Commissions information

- Create talking points for unique programs / events and activities that help Northglenn shine
- Clean up communications drive (in progress)
- Examine structure, function, traffic and ease of use of city website
- Address inefficiencies for communications staff by providing training to other employees
 - Train employees in other divisions to effectively manage their webpage updates
 - Finance - posting bids
 - Parks and Recreation
 - Train employees in other divisions to effectively manage their social media channels
 - Assess all existing social media channels city-wide
 - Provide data driven recommendations on keeping
- Create integrated communications efforts based upon desired results and build in expectation among all internal clients
- Bring back the internal communications team meeting with communications division staff and a representative from each department that holds primary responsibility for communications
- Build in ability to monitor all social media accounts (in progress - purchased Sprout Social)
- Meet with department / division heads to understand 2020 / 2021 Communications goals, timelines, tools and tactics (in progress)
- Examine overall employee recognition programs and consider implementation of Spot Awards to recognize employees doing great work
- Consider getting rid of GroupWise and implementing another email tool
- Create "This is what _____ does" videos to show other employees what each other does and how each position holds an important role in city business.
- Consider all staff quarterly inspirational meetings led by City Manager (in progress)
- Explore city-wide use of salesforce or other customer management tool to segment audiences instead of using different databases for each audience
 - Explore use of Constant Contact or other email tool with customer database for use by communications division
 - Economic Development and other departments / divisions already utilize some of these tools, but city wide use for efficiency and effectiveness should be considered.

Long-Term Recommendations

- Examine Events and Community Engagement reporting structure and possibly move into City Manager office / Communications division
- Explore the possibility of hiring external expertise for design and coordination of printing and mailing of Connection and Parks and Recreation Guide
- Examine communications division staffing for long-term successful and meaningful work
- Make professional development and skill acquisition a priority for staff
- Build in expectation of constant and consistent feedback loop on communications' effectiveness - monitor and report regularly
- Explore the production of quarterly magazine for residents with more in-depth articles about long-term projects and programs and to highlight residents and businesses in the community
- Establish strong relationships with local and regional media outlets (new Communications Director)

- Create strategy document for applying for awards, speaking opportunities, etc. to share the innovative work Northglenn is doing
- Conduct a comprehensive data-driven analysis of all on-line assets
- Consider sale of Northglenn branded merchandise at city events
- Look at all existing memberships, partnerships and buy-in regional participation opportunities and capitalize upon opportunities therein

Preface:

This Communications Plan is a dynamic tool that should be used as a framework for the city to move its vision forward and effectively communicate with internal and external audiences. Execution of the plan has already begun in many areas and has been written to guide communication efforts now through December 2020. The plan is an organic document that should be revisited monthly and revised as needed, if not monthly then quarterly, to ensure alignment with council's vision and human and financial resources.

The effective creation and execution of a communications plan is an iterative process that is constantly being informed by real time activities, events, feedback, data, resource allocation and a variety of other factors. Context matters. The execution of the plan needs to have investment from the communications team and internal partners.

Northglenn has been through a number of staff changes in recent years. Staffing changes in the communications division have led to some inconsistencies in communications efforts and a lack of clarity in roles and responsibilities. The short and long term views provided through an 18-month communications plan will give structure, direction and clarity in short and long term goals with measurable desired results. There is flexibility built in to enable the new Communications Director the ability to enhance the plan and imprint the elements with additional expertise and guidance.

The communications division reports to the City Manager and provides internal and external communications services for departments, residents, City Council and partner entities. The division serves as an internal agency for city departments and as a resource for internal clients who drive their own communications - Northglenn Arts, Community Events, and Northglenn Police Department.

This plan is not a marketing plan and it is not a city strategic plan, though both types of planning can be informed by and contribute to the communications plan. This plan focuses on communications - goals, strategies, tools and tactics to support the vision of the city and to serve the residents, council and staff in the performance of their duties.

It is suggested that an in-depth audience analysis is taken once the resident survey results are reported, a survey of businesses (coordinate with ED to utilize data being collected in 2019), Northglenn Arts, Seniors and Parks and Recreation are conducted. It is also suggested that focus groups are conducted in each ward to provide data. These should be looked at, along with employee survey results to complete a comprehensive audience analysis and baseline for communications efforts.

Executive Summary:

City Council is in the process of completing strategic planning and this plan will remain in draft form until the strategic planning is completed and full debrief has been provided. This Communications Plan outlines the currently understood vision for the city and goals as outlined to date. This plan is informed by the SWOT analysis, employee survey and resident survey.

The following outlines the initial feedback and framework from the Council strategic planning to date. The Goal Statements and Indices are not amended from that document in the Executive Summary but are amended later to reflect what can be measurable goals in the communications impact area.

Vision Statement:

Northglenn is a diverse and welcoming community that celebrates its small town character, urban energy, and thriving businesses. Northglenn values:

- *Sustainability*
- *Inclusivity*
- *Innovation*
- *Engagement*

Goal Statements and discussed indices:

- **Goal Statement:** *Increase resident sense of place and satisfaction with community engagement efforts, as indicated by:*
 - *An increased engagement in community events*
 - *Reduced number of resident complaints and increased council reporting of positive experiences*
 - *Increased block party trailer use*
 - *More spring cleanups*
 - *Increased social media presence/quality of content and consolidated content onto one outlet*
 - *Increased City presence in print*
 - *Increased resident volunteerism*
 - *Improved reports of resident satisfaction in City responsiveness*
 - *Increased number of City events in different wards*
 - *Increased participation at ward meetings*
- **Goal Statement:** *Increase real and perceived community safety, as indicated by:*
 - *Reduced crimes (stolen vehicles, violent crimes, drug crimes)*
 - *Reduced public perception of crime (tracked by the community survey)*
 - *Increased number of community watch groups*
 - *Increased visibility of officers in the street*
 - *Increased community outreach and education by the Police Department*
 - *Effective code enforcement.*
- **Goal Statement:** *Increase the quality and diversity of employment, as indicated by:*
 - *Increased sales tax revenue*
 - *Low vacancy rates*
 - *Increased wealth*
 - *Increased percentage of the workforce that lives in Northglenn*
 - *Increased number of niche/destination businesses*
- **Goal Statement:** *Maintain and celebrate our diverse community.*

- **Goal Statement:** *Increase fiscal and environmental sustainability, as indicated by:*
 - *Return on investment*
 - *Reduced greenhouse gas emissions*
 - *Reduced energy use (residential, city infrastructure, and business)*
 - *Reduced water use (both indoor and outdoor)*
 - *Increased trash diversion*
 - *Increased composting*
 - *Increased number of vehicle charging stations*
- **Goal Statement:** *Improve Northglenn's infrastructure, as indicated by:*
 - *Increased number of projects and upgrades to the City's roads, sidewalks, buildings, and utility infrastructure*
 - *Improved traffic calming infrastructure*
 - *Procurement of water rights*
 - *Implementation of the Connect Northglenn program*

Communication Priorities within context of Council Goal Statements

Effective internal and external communications are part of each of council's goals. The role of the communications division varies, but overall needs are to

- Build and support internal communications efforts to and with departments, divisions and employees to provide tools and resources to meet council goals;
- Provide information and build public information campaigns that generate interest and build capacity within and for the community;
- Share stories, information and statistics that demonstrate the work being done and the innovation of Northglenn programs, processes and people;
- Arm the mayor, council, staff, businesses, residents and other community members with information and tools to celebrate Northglenn and their role in its success.

With this in mind, the following broad communications strategies will drive the meeting of needs outlined above. In the next section the strategies are broken down into tactics and measurable outcomes by strategy. Then we look at strategies, tactics and measurable goals within the context of each council goal statements.

1. ***Deliver integrated public communications efforts and community engagement opportunities across departments, programs and services***
2. ***Build a community ambassador network of employees, mayor and council***
3. ***Build a community ambassador network among residents and businesses***
4. ***Position Northglenn to Shine***

Overview of Strategies and Tactics that cross more than one goal statement:

Strategy: Deliver integrated public communications efforts and community engagement opportunities across departments, programs and services

The communications division serves as an internal agency to all city departments and supports their communications needs within the context of department and staff capability and resources. Support varies by department and division and reflects to-date discussions of needs, resources and desired outcomes. These are on-going conversations with many unknowns still. The tactics to support this strategy demonstrate moving past the unknowns and implementing upon desired outcomes. This will include pro-active and reactive efforts.

Elements:

- Create integrated communications plans for all programs, events activities and departments in cooperation with responsible departments and staff:
 - Examine desired outcomes, resources, timelines and audience(s)
 - Determine roles and responsibilities
 - Determine use of potential integrated communications tools:
 - Media Relations - press releases, media advisories
 - Social Media
 - Website / webpages
 - Collateral
 - Channel 8 original programming
 - Use of Connection
 - Advertising
 - Other
 - Finalize communications plan into a living / working tool
- Create on-line tool to submit requests to communications division
- Create dog and pony show to unveil request tool and role of communications division
- Create three-year timeline of known programs, events and activities to be proactive rather than reactive
- Build positive working relationships with all departments, divisions and employees
- Build in feedback loops to staff, supervisors and leadership team
- Build a culture of collaboration

Tactics:

- Create segmented media list to include local, regional, and national publications, including print, on-line, and broadcast outlets in English and Spanish
- Request system for all requests of communication division
 - Build database for annual / repeating needs
- Create Standard Operating Procedures for all processes and procedures
- Create press kit for ease of distribution
 - Print version
 - Digital version
- Develop professional relationships with media and determine interests of specific reporters
 - In person
 - Digital
- Create and distribute media advisories
 - Events with specific reporter in mind

- 50th Anniversary activities and events
- Create and distribute press releases
 - Monthly events calendar
 - Monthly CIP project update - TBD
 - Other active PR support
- Targeted advertising placement
 - Promote 50th Anniversary events and activities
 - Denver Metro Relocation Guide
 - Metro North Chamber Printed Guide
 - Sentinel
 - Others to consider:
 - ACED directory and newsletter
 - Metro North Chamber
 - Denver Hispanic Chamber
 - Determine advertising calendar for 2020 in September 2019
- Utilize Connection to its highest and best use
 - Analyze need to expand size based upon resident survey responses
- Develop original video programming for Channel 8, You Tube and social media
- Social Media
 - Create a shared calendar to map out all planned social media efforts across all channels
 - Assess current state of all social media channels across the city to determine continuation or envelopment in other channels
 - Train non-communications division employees on best practices
 - Monitor all channels on a bi-weekly basis and report to City Manager
- Video
 - How stuff works videos for internal use / needs
- Website
 - Train non-communications division employees to update their pages within the brand guidelines and best practices
 - Create a shared calendar for staff
- Dog and Pony show - this is what communications does and can do for you
- TO ADD - Breakdown by department outlining specific support

Strategy: Build an ambassador network of employees, mayor and council

Elected officials and city employees are the most important distribution channel for the City in any communications efforts. In order to be effective, individuals must understand, appreciate, and be willing and able to share the city vision and goals. In addition, employees must understand that this vision guides every decision made by City Council, the City Manager, and Department Directors.

Arming elected officials and employees with accurate, timely information as well as distribution tools to share the information is invaluable. A large component is also helping all employees understand the value they bring to the organization and building in systems, process and procedure that celebrate individual and team contributions. This also means sharing vital information on civic engagement and how and why government works, not just the end benefit or result.

Elements:

- Establish clear communications channels that create transparency, collaboration and feedback loops
- Create opportunities for learning, networking and collaboration
- Build a culture of inclusion and cooperation
- Provide clear, consistent communication and feedback to council
- Establish, promote, and maintain clear brand identity
 - Brand logo guidelines and graphic standards are known and understood
 - All materials produced by the city should be approved by the communications division, either through use of templates or a known approval process
 - Brand will be consistent on all printed materials

Tactics:

- Connection
 - Start "Council Corner" monthly to allow council members to speak to constituents
 - One council member each month
 - Would start in January 2020 with a full council message for January
 - Would pick order randomly, alphabetically or by ward (1 - Feb, 1 - March, 2 - April, 2 - May, 3 - June, 3 - August, 4 - September, 4 - October)
 - Would allow three months of full council message - Jan, July, November
 - Does not replace Mayor's Memo
 - Start Boards and Commissions Spotlight monthly to share work and information about joining and getting involved
 - Highlight unknown work flow or employees at city in each issue
- Develop original video programming for Channel 8, You Tube and social
- Social Media
 - Assess current state of all social media channels across the city to determine continuation or envelopment in other channels
 - Train non-communications division employees on best practices
 - Monitor all channels on a bi-weekly basis and report to City Manager
- Website
 - Train non-communications division employees to update their pages within the brand guidelines and best practices
 - Provide training for all staff to know what can be found on the website and how to access and utilize it
 - Police data - searchable
 - Interactive project page
- NIC (intranet)
 - Evaluate current status and use of NIC and all pages
 - Create engaging content that drives visits and use
 - Develop reasons to visit and encourage daily use
 - Create "This is who this is and what she or he does" videos
- Email
 - Provide regular updates on projects, programs, events
 - Examine use of internal staff weekly or bi-weekly email from communications division
- Collateral
 - Examine communications tools provided to council members, if any
 - Examine the use of pocket guides for council to hand out

- Enhance City Manager Report to include inspirational message to staff and revise regularly until it achieves goals
- Consider revamping / re-instituting In The Loop staff email to compliment City Manager Report
- Furnish all employees with Northglenn branded items: i.e. polo shirts, pens, coffee mugs, etc.
- Create SPOT awards to celebrate good work in the moment
- Conduct a quarterly “All Hands Meeting” led by the City Manager
- Provide employees with all information provided to media outlets so they hear about it internally before it goes out.
- Review staff on-boarding and see if additional communications tools needed to empower staff to become ambassadors for the city
- Conduct road show with all departments on communications division
- Assist all departments / divisions in the creation of their own "this is what we do" show to share with other departments (and possibly council)
- Work with Human Resources to provide new employees with the tools they need to be ambassadors for the City

Strategy - Build a community ambassador network among residents and businesses

The residents of Northglenn, since its establishment, have been passionate and the city can capitalize upon that passion and commitment in two-way communications channels that enhance community engagement and civic involvement by residents and businesses. The economic development team has been doing tremendous work in and with the business community. With more support from and coordination with the communications division, this work can be enhanced and shared more broadly as needed and desired to meet organizational goals.

Elements

- Examine existing groups to establish needs and desires and gather feedback to create baseline
 - Boards and Commissions
 - Volunteers
 - Faith-based groups
 - Winners of recognition and award programs
 - Active participants in programs and events
- Build upon existing Community Pride Programs to further share stories
- Build upon existing Community Engagement Programs to further engage, inform, and share stories
- Continue to offer engaging community events and support other departments and divisions in promotion and story telling
- Support the efforts of economic development to enhance the relationship between the city and business communities
 - Business Retention and Expansion
 - Business Recognition
- Annual Business Recognition breakfast
- Consider sale of Northglenn branded merchandise at events and at DL Parsons Theatre
- Revisit community engagement plan outlined years ago through the lens of the new strategic plan and council goals
- Provide public information campaigns that educate, inform and generate action

- Engage residents in meaningful work around 2020 Census and Complete Count Committee for Adams County
- Share stories of residents and businesses
- Explore best practices for community engagement that drives participation by diverse community members
- Capitalize upon the power of word of mouth and empower residents and businesses with positive stories

Tactics:

- Community Events and Meetings
 - Examine role and goals of Ward Meetings to determine if the approach could change
 - Consider Ward engagement events in coordination with or in addition to summer concert series - community outreach events with entertainment and food
 - Restart Civics 101
 - Restart Coffee with the Mayor events
- Connection
 - Start Boards and Commissions Spotlight monthly to share work and information about joining and getting involved
 - Consider advertising by local businesses
 - Evaluate structure and content with a lens educating and empowering residents
- Engagement in 50th Anniversary events
 - Periodic Brewing - 50th Anniversary Brew
 - Explore a coupon book (on-line) or local businesses during the month of November
- Spanish Language advertising and proactive media outreach
- Social Media
- Website
- Telephone Town Halls
- Email
 - Examine possibilities of bringing back city-wide monthly email
 - Research email tool to allow for audience targeting
 - Examine integration of all email lists in one database with ability to opt out of certain emails / email lists
- Create a welcome packet for new residents (businesses already receive one from ED)
- Develop signage program for CIP projects
 - Demonstrate how money is spent
 - Inform as to what is happening
- Promotional Activities and collateral for businesses / ED support
 - Seek out national promotional opportunities in targeted publications and media outlets in cooperation with ED
 - Work with ED to highlight ribbon cuttings and ground breakings for new businesses (already happening but want to call out effort)
- Create and execute upon communications and engagement plan for new recreation center
- Create and execute upon communication and engagement plan for Northglenn Underground

Strategy - Position Northglenn to Shine

Northglenn is a unique community with a proud history, flourishing present and exciting future. The city has been innovative and creative in problem solving and in spite of leadership changes and structural and functional challenges, staff has been forward-thinking and has gotten the work of the city done to the benefit of residents and the business community. Without an effective, efficient and well-staffed communications division, the story of Northglenn, its history, accomplishments, people, places, businesses, struggles and triumphs have not been shared. The celebration of the 50th Anniversary in 2019 has provided a platform to start to share these and to start to Celebrate Northglenn and to make Northglenn Shine internally and externally. This should and must be seen as a starting point rather than a pinnacle. With stability in leadership and the hiring of a new Communications Director, Northglenn is just starting to change the narrative and opportunities to build upon that narrative are many and varied.

Elements:

- Proactive media relations
- Speaking opportunities for staff to highlight innovations
- Opportunities to share our best practices in case studies and other research
- Event promotion
- Award submissions
- Active membership and involvement in local, regional, state and national membership organizations.
- Capitalize on 50th Anniversary events and activities
 - Resident Recognition program

Tactics:

- Advertising for 50th Anniversary
- Media Outreach for 50th Anniversary events
- Proactive media outreach
 - Get editorial schedules for regional publications
 - Map outreach strategy to Colorado Municipalities and other similar publications to pitch people and programs
- Community Events
 - Create a booth at all community events that shares the history of Northglenn and its accomplishments
- Connection
 - Start Boards and Commissions Spotlight monthly to share work and information about joining and getting involved
 - Consider advertising by local businesses only
- Engagement in 50th Anniversary events
 - Periodic Brewing - 50th Anniversary Brew
 - Explore 50% off coupon book (on-line) or local businesses during the month of October or November (at the direction / input of Economic Development)
- Active participation in local, regional and national membership organizations
 - Convene social media group as a sub-group of CML PIO list serve (Summer Nettles)
 - Chief May - support him working with Alliance for Innovation and seek out other research opportunities
 - Submit for awards
- Social Media
- Website

- Create a page on the website that shows past and present awards the city has won
 - Improve ease of use of website and educate residents on finding information
- Create and distribute a welcome packet for new residents and businesses
 - Determine content based upon need
 - Utilize based upon goals
- Promotional giveaway items and collateral to expand brand recognition and community pride
 - Free items for residents
 - Items for staff - 50th Anniversary pins
 - Items for businesses - "Proud to be Northglenn sticker"
 - Items for council to distribute - notebooks, maps, etc.
 - Items specific to ED - shoe shine, mugs
- Vision statement carried through to residents and businesses
- Thoughtful engagement in partner organizations
- Promote self-help areas of website where people can find information easily
 - Interactive project map on website
 - Police statistics and information
- Print publications thoughtfully expanded
 - Connection
 - Insert in Connection
 - Utility Bill Inserts
 - Consider the creation of an as-needed piece that allows for in-depth targeted discussion in short format but can be used for specific projects or programs
 - Consider creation of a magazine style quarterly publication for more in-depth stories
- Install 50th Anniversary plaques from Iron Pour at Justice Center, City Hall and New Recreation Center
- Plan and execute monument signage program

Goal Statements and Specific Related Action Items

City Council drives the vision and goals for the city. The communications division supports citywide communications efforts internally and externally. The division serves as an internal agency for departments and divisions and external to residents, businesses and interested others.

The following section includes goal statements defined by city council through strategic planning efforts to date. It will outline strategies and tactics tied to previous sections. Measurable outcomes include things that can be measured to define success within the goal statement. They are re-worked from the council provided statements within the lens of communications only and define how the communications division either drives or supports the tactics used to meet council's goals.

Goal Statement: *Increase resident sense of place and satisfaction with community engagement efforts*

Strategies

Foster community pride among residents and businesses in Northglenn

Recreational opportunities
Northglenn Arts
Community events and engagement opportunities
Diverse and affordable housing stock
Location, location, location
Fortify relationships with and recognition in regional, state and national organizations of which we are members
Create Welcome Packet for new residents and businesses
Provide residents with information to garner engagement and build desire to participate
Celebrate Innovation

Measurable Outcomes - Communications

- *Communications plan drafted and being executed upon*
- *Update CM monthly on communications plan execution*
- *Reduced number of resident complaints*
- *Increased council reporting of positive experiences among resident / staff interaction*
- *Block party trailer is being used regularly*
- *Dumpster Days is well executed and well utilized*
- *Sustained increases in social media engagement across platforms*
- *Targeted press releases and media mentions sustained throughout each year*
- *You Tube videos views and comments increase then remain steady*
- *Attendance at Celebrate Northglenn event is broad*
- *Reach 50 individual resident recognition nominations*
- *Measurable increased interest in joining boards and commissions and volunteer positions / opportunities*
- *Improved reports of resident satisfaction in city responsiveness measured through Resident Survey*
- *Attendance increases and broadens at meetings in each Ward.*

Goal Statement: *Increase real and perceived community safety*

Strategies

Build capacity among residents to seek information and understand what is being done to support and promote public safety
Work with police department and code enforcement to produce effective public information campaigns year-round

Measurable Outcomes - Communications

- *Increased traffic on website to PD statistics page*
- *Reduced public perception of crime (tracked by the bi-annual community survey)*
- *Increased community outreach and education by the Police Department supported by communications division*
- *Increased public awareness of code enforcement efforts, role and achievements*
- *Crime prevention tips in each issue of Connection*
- *Engagement on co-conceived and produced videos on social media and You Tube*

Goal Statement: *Increase the quality and diversity of employment*

Strategies

Foster community pride among businesses in Northglenn
Support Economic Development Division in story telling
Position Northglenn to shine for current and potential businesses

Measurable Outcomes - Communications

- *Identify and highlight those who live and work in Northglenn*
- *Engagement and cross-promotional support for ED / City-wide social media*

Goal Statement: *Maintain and celebrate our diverse community.*

Strategies

- Expand outreach efforts to diverse groups within city
- Encourage and build capacity for all residents to participate in boards and commissions and other volunteer activities
- Tell resident stories that demonstrate and celebrate diversity

Measurable Outcomes - Communications

- *Invite all groups to proclamations that are broad enough*
 - *National Day of Prayer - all religious institutions in city invited*
 - *Research existing celebratory opportunities that could allow themselves to a proclamation and the groups that might be involved e.g. PowWow*
- *Create This is Northglenn video series for Channel 8, YouTube and social media use*
- *Engagement on social media represents diversity of city*

The communications division provides similar support across the following Goal Statements:

Goal Statement: *Increase fiscal and environmental sustainability*

Goal Statement: *Improve Northglenn's infrastructure*

Goal Statement: *Increase the diversity of housing stock for all ages, socioeconomic demographics, and family types, and increase investment in housing repairs/renovations*

Strategies:

- Collaborate with departments and divisions to create and execute upon public information campaigns
- Build communications tools to support information sharing internally and externally
- Provide council and staff with informational tools to tell the story and influence behavior change in key areas

Measurable Outcomes:

- *Residents participate in the reduction of greenhouse gas emissions*
- *Reduced energy use (residential, city infrastructure, and business)*
- *Reduced water use (both indoor and outdoor) by residents and businesses*
- *Increased participation in conservation programs*
- *Increased trash diversion*
- *Increased participation in composting*
- *Fewer complaints regarding traffic calming*
- *Implementation of the Connect Northglenn program*

Milestones:

Q1 and Q2 2019

Analysis while serving as Interim Communications Manager
Meetings with leadership team and staff for discussion of needs
Observation and interviews
Review of existing programs, tools, services, documents and historical data
Resident Survey conducted
Employee survey conducted
Redevelopment and execution of 50th Anniversary activities and events
Media outreach for 50th Anniversary events
Initiate changes to City Manager Report
Support Public Works Week
Support Police Week
Start to create Standard Operating Procedure documents (SOPs)
Identify tools needed to support SOPs and drive proactive communications efforts

Q3 2019

Communications check in with council and leadership
Budgeting process begins
Hiring Communications Director
Collect data and conduct outreach to provide data-driven recommendations on changes to communications print and digital assets
Execution of 50th Anniversary activities and events
Gather input from council, staff and leadership to "finalize" communications plan
Analysis of all existing social media channels
Media outreach and paid media placements for 50th Anniversary events
New logo on City Charter (new covers printed by Clerk's office)
Start tracking traffic on website and YouTube on a monthly basis
Complete all SOPs
Update 50th Anniversary Exhibit
Complete second round of meetings with Leadership Team to refine communications plan further
Celebrate Northglenn event
Plan public information campaign for water rate increase in 2020
Bring residents and Citizen Board into Census 2020 Complete Count Committee
Complete trial run on Communications Division Request on NIC
Review website structure and function
Start analysis of city-wide social media platforms
Support Cities and Towns Week
Create one-pagers for all communications division activities / events
City Hall Tours - Schools
Support external engagement specialist - new recreation center
Create public information plan for Northglenn Underground
Revisit engagement plan and make recommendations
Meet with all departments to understand needs for next 12 months to further flush out calendar
Develop city-wide social media calendar
Support Recreation Center Planning process
Develop city-wide signage plan to support CIP projects

Q4 2019

Social media and website training for staff
Election
Create and update existing calendar for communications support through 2021
Provide communications support for on-boarding of new council members
Assist City Clerk's office in outreach plan for Civics 101
Start I am Northglenn video series to highlight staff
Compile editorial schedules for regional publications
Research Constant Contact and other email tools
Update all council photos in city
Groundbreaking event - new recreation center
Communicate vision and goals from council strategic planning to all staff
Start all staff quarterly meetings
Examine need for external support if pursuing additional print publications from the city
Complete examination of NIC (intranet) and map out plan for execution
2020 Census outreach

Q1 2020

Internal communications focus
Start Ward specific video series
Start resident email as revealed through research
Launch new Connection content
2020 Census outreach
Conduct post mortem on all 50th Anniversary activities and events
Begin implementation of CIP project signage plan

Q2 2020

Welcome packet for new residents
Welcome packet for new businesses
Unveil new Connection
Support Public Works Week
Support Police Week
Arbor Day event

Q3 2020

Examine potential communications division staff changes
Support Cities and Towns Week

Q4 2020

Grand Opening - Recreation Center

Introduction:

This Asset List is an almost comprehensive list of communications tools available to the communications division as well as other city employees who manage assets outside of communications division.

Assets include traditional print materials, digital and on-line channels, people resources, meetings and other in-person opportunities. This list is meant to include all assets (tools) available to the city for communications efforts.

This list contains all known tools and assets available for use. There are many assets that are unused or under utilized. It is recommended to do a full list compilation and evaluation of use and effectiveness once a new Communications Director is hired.

A complete communication tools and assets list is valuable in creating and monitoring the communications plan as well as driving the creation of public information campaigns and understanding the full spectrum of information distribution channels available. There needs to be a more thorough analysis after the resident survey is completed.

As we look at and analyze this list, we need to consider public information campaign needs and consistent public information that we know the community cares about and standard annually recurring needs. All tools / assets should be considered in integrated communications best practices based upon desired outcomes. Not all assets / tools will be used in all campaigns. The use of assets should be driven by desired outcomes, audience targeting and resources available (human and financial).

Print:

Print assets are anything that is produced that will be be mailed, handed out, put on display or other similar use.

Existing

- Connection
 - Monthly 8-page publication sent to all households and businesses in the city
 - Extra copies are printed and kept at city facilities for distribution
 - Posted on city website
 - Currently the primary communication tool for the city
 - Full city distribution
 - Target Audience - all residents and businesses
 - There is desire to expand Connection
 - Staple communications from city to all residents
 - Content is consistent
 - Recommendations for consideration (needs to be responsive to resident survey)
 - Consider making a larger publication
 - Additional cost
 - Additional staff time to create
 - There is enough content that could fill an additional four to eight pages
 - Would include: Project Updates; expanded police statistics; more feature stories; more "this is what the city does" stories; contributions from community partners
 - Review content types to ensure aligned with community needs and council direction.
 - Consider outsourcing final plug in and submission to printer
- Connection Inserts
 - Through the end of 2019 we will utilize two inserts
 - 50th Anniversary commemorative piece in September 2019 - the 35th anniversary of the publication
 - October insert celebrating Northglenn setting the standard for events, arts and planning
- Direct Mail Post Cards
 - Currently used for announcement of Ward meetings, council vacancy
 - Consistent size and look for branding but theme may change based upon topic/date
- Flyers / Hand outs (8.5" x 11")
- Banners at Recreation Center (3' x 8')
- Light pole banners
- City Manager Report (bi-weekly digital)
- Posters
- Brochures
- Parks and Recreation Brochure
- Water bill inserts
- Text messaging
- NURA Annual Report
- ED Annual Report
- Community Profile (ED)
- Trash Truck signage

- Northglenn Arts Program
- Counter displays
- City Budget and Comprehensive Annual Financial Reports (CAFR)

Potential Additional

- How things work mailers to anticipate public concerns
- Large format signage

Digital and On-line

Digital and on-line assets include assets that are based in and viewed on a digital format online, on phones or television service. Digital assets must be optimized for use where residents use them - mobile being a primary consideration.

Existing

- Website
 - Calendar
 - Department pages
 - Bids
 - News
 - Updates
 - Interactive project map - new
- Access Northglenn App
- YourHub calendar posts
- Twitter
- Facebook
- Nextdoor
- Instagram
- In the Loop email newsletter to staff - not active
- Channel 8
- Digital Signage in partnership with property owners
 - Best Buy - West side of I-25, just south of 104th Ave.
 - Marketplace - West side of I-25, between pedestrian bridge and 104th Ave.
 - Boondocks - on Boondocks property, east side of I-25
 - Northglenn ARTS - East side of I-25, just south of 120th Ave, on off-ramp on city property
- E-Newsletters - targeted
 - City (sign up online) - not active
 - Connection Alert (not being used)
 - Senior Newsletter
 - Recreation Newsletter
 - Arts Newsletter
 - Economic Development

Potential Additional

- Telephone Town Halls
- Facebook Live
- Videos of employees explaining what they do and how it benefits the city
- Texting

Human

Human assets are people.

- Staff
- City Council
- Boards and Commissions Members
- Residents
- Community members
- Business Community
- Neighboring Communities
- Local, State, Regional and National Partners

Meetings, Events, Activities, and Other

These are gatherings, city-run events and activities and other tools that do not fall into one category listed above.

- City Council meetings
- City Council study sessions
- Boards and Commission meetings
- Leadership Team meetings
- Staff and division meetings
- Press releases
- Media Advisories
- Bulletin Boards
- Booths at external meetings, events and activities
- Memberships in local, regional, state and national organizations
- City run events
- Parks and Recreation programs and events
- Northglenn Arts - programs and events
- Employee recognition events

Potential Additional

- Quarterly all-staff inspirational and educational meeting
- Facebook Live
- Videos of employees explaining what they do and how it benefits the city

Assets we can buy into or submit information to / are not owned or managed by city

- Adams 12 Journal
- Sentinel
- Yellow Scene
- North Metro Connection
- Bus Stops
- Facebook paid advertising
- Local television networks
- Denver Post
- Denver 365
- Bus stop signage
- El Comercio de Colorado
- Yourhub.com Adams County Edition
- Denver Business Journal
- Colorado Biz

- Colorado Real Estate Journal
- Adams County Economic Development Newsletter
- Metro North Chamber of Commerce Magazine and social media