

**CITY MANAGER'S OFFICE MEMORANDUM  
#8-2025**

**DATE:** March 9, 2026  
**TO:** Honorable Mayor Meredith Leighty and City Council Members  
**FROM:** Heather Geyer, City Manager   
**SUBJECT:** CR-46 – Communications & Marketing Assessment

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**PURPOSE**

To consider CR-46, a resolution approving a contract with Joy Riot, LLC for a communications and marketing assessment.

**BACKGROUND**

On Sept. 30, 2025, the City issued a Request for Proposals (RFP 2025-022) for a communications and marketing assessment. On Nov. 6, 2025, the City received proposals from 35 firms. The Council sub-committee, composed of Mayor Pro Tem Lukeman-Hiromasa and Council members Burns and Kondo, met on Dec. 11, 2025 to select five firms to advance in the process. Interviews were held on Jan. 21, 2026. Proposals were evaluated based on the qualifications of the firms and proposed cost of providing the services. After careful review of the proposals, the Council sub-committee recommended awarding the contract to Joy Riot. More information about Joy Riot can be found [here](#).

The initial proposal submitted by Joy Riot was for \$57,680. Upon review of the scope of work by the City Manager, additional interviews, meetings, and in-person trips were added to ensure robust engagement of key stakeholders and check-ins with City Council:

- Increased the number of small group and one-on-one virtual interviews from 10 to 16.
- Planned for up to four in-person meetings, including presentations for Council, committees, key stakeholders.
- Refined final deliverables to include recommendations for operating structure, training priorities, specific response guidelines.

Expanding the scope of work resulted in the proposed fee for services being adjusted to \$73,112.

**BUDGET/TIME IMPLICATIONS**

The proposed cost of services is \$73,112. The time frame is March 9 – Oct. 10, 2026. This project will be funded by General Fund reserves.

**STAFF RECOMMENDATION**

Attached is CR-46, a resolution that, if approved, would authorize the City Manager to execute an agreement between the City and Joy Riot, LLC in an amount not to exceed \$73,112 for a communications and marketing assessment. Staff recommends approval of CR-46.

**STAFF REFERENCE**

If Council members have any questions, please contact Heather Geyer, City Manager, at hgeyer@northglenn.org or 303.450.8706.

**ATTACHMENTS**

1. Revised Statement of Work #1
2. Timeline

CR-46 – Communications & Marketing Assessment

**Statement of Work #1  
March 9 - October 10, 2026**

This Statement of Work (“SOW”) outlines marketing strategy services related to the City of Northglenn (“Client”) and Joy Riot, LLC (“Agency”).

**1. AGENCY SERVICES**

See Attachment A for a breakdown of Agency Services & Optional Add-Ons.

**2. OUT OF SCOPE SERVICES & HARD COSTS**

The following is a list of services not included in the SOW and not covered by the Agency fee. If Client requires these services, Joy Riot will provide an estimate for approval in advance of work beginning. Approved estimates will be billed separately.

- Brand identity development (i.e. new logo, look, feel, voice)
- Marketing campaign or asset development
- Communications templates (i.e. email, newsletters, social posts, documents)
- Entry sign design
- Content creation, including blog posts, newsletters, etc.
- Primary research: incentive payments, list purchases, non-English-speaking focus group moderator; advertising for recruitment (i.e. social posts, email, postcard)
- Photo or video production, including but not limited to: photography shoot production, video shoot production, stock photo research and purchase, photo or video editing, motion graphic animation, talent and usage fees, location fees, wardrobe, props, stylists, etc.
- Audio production, including but not limited to: casting, record, sound effects, music, mix, etc.
- Website or technical consultation and execution
- Website or landing page fees and costs, including but not limited to: website discovery, design or development; hosting, plugins, ongoing maintenance, content creation, etc.
- Purchase of brand fonts or brand elements needed to complete the work
- Print production
- Promotional item production
- Email HTML development
- Blog content creation or publishing
- Media buy
- Shipping

**3. FEES AND PAYMENTS**

The Client agrees to compensate Joy Riot for the Services outlined in the Statement of Work. The total fee for Services is \$73,112, plus optional add-on costs. The base fee payment will be billed in eight (8) equal monthly payments of \$9,139, beginning on March 15, 2026 and on the first of each month thereafter. With optional add-ons billed upon approval. Payment is due upon receipt. All fees set forth herein are in exchange for deliverables listed above.

Such fees are not intended to cover and are not in payment of any out-of-pocket Costs or other reimbursable Expenses. Additional costs may include, but are not limited to Production and Media costs, which will be estimated for approval and reimbursed by The Client, subject to the terms of the Agreement for Professional Services, dated March 9, 2026.

The Client hereby orders the services described in this SOW and shall pay for such services as set forth herein.

**City of Northglenn**

**Joy Riot, LLC**

Sign: \_\_\_\_\_

Sign: \_\_\_\_\_

Name: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Date: \_\_\_\_\_

## ATTACHMENT A: SCOPE OF WORK

Agency services include account & project management, strategy, creative development, art direction, and overall account administration for the following scope of work. This scope of work is based on recommendations and assumptions of your needs based on the RFP. If additional or different scope is needed, we can adjust the proposal accordingly.

COST BREAKDOWN	TOTAL FEE
<p><b>DISCOVERY &amp; CURRENT STATE REVIEW, BENCHMARKING &amp; BEST PRACTICES, GAP ANALYSIS</b></p> <ul style="list-style-type: none"> <li>● Kick-off with core team for information immersion, goals, vision, review of current brand, considerations, and audience download</li> <li>● Up to fifteen (15) key stakeholder in-depth-interviews or small group (up to four 4 people) input sessions (e.g. City Council, staff, stakeholders); up to one (1) hour each; to include up to:               <ul style="list-style-type: none"> <li>○ Nine (9) stakeholder one-on-one virtual interviews with Council Members</li> <li>○ Six (6) stakeholder small group virtual sessions, to include:                   <ul style="list-style-type: none"> <li>■ Group 1:                       <ul style="list-style-type: none"> <li>● Terra Mueller (Arts &amp; Culture Marketing Coordinator) - Theatre</li> <li>● Sarah Sutherburg (Recreation Assistant – Marketing) - Rec</li> </ul> </li> <li>■ Group 2:                       <ul style="list-style-type: none"> <li>● Jamie Burlison (Public Information Officer, Police Department) - PD</li> <li>● Chief Jim May – PD</li> <li>● Deputy Chief Peter Rice – PD</li> </ul> </li> <li>■ Group 3:                       <ul style="list-style-type: none"> <li>● Amanda Peterson (Director of Parks, Recreation &amp; Culture)</li> <li>● Patrick Berger (Artistic Producer &amp; Cultural Supervisor) – Theatre</li> <li>● Michael Stricker (Arts, Culture &amp; Community Manager) – Theatre</li> <li>● Deb Lawson (Recreation Supervisor) – Rec</li> </ul> </li> <li>■ Group 4:                       <ul style="list-style-type: none"> <li>● Allison Moeding (Director of Economic Development)</li> <li>● Marisa Phillips (Economic Development Specialist)</li> <li>● Christie Chambers (Economic Development Coordinator)</li> </ul> </li> </ul> </li> </ul> </li> </ul>	<p>\$73,112</p>

<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>■ Group 5:           <ul style="list-style-type: none"> <li>● Heather Geyer (City Manager)</li> <li>● Kim Newcomer (Slate Communications)</li> <li>● John Eisel (Senior Public Communications Specialist)</li> </ul> </li> <li>■ Group 6:           <ul style="list-style-type: none"> <li>● Rachel Henny (Special Event Specialist)</li> <li>● Michael Ringling (Special Event Specialist)</li> <li>● Jenna Gragg (Community Outreach Coordinator)</li> </ul> </li> </ul> </li> <li>● Audit of current communications channels: website, social media, newsletters, print, video, signage, events</li> <li>● Evaluate internal communications and employee engagement practices</li> <li>● Assess staffing, budget, and organizational structure for communications</li> <li>● Development of community survey       <ul style="list-style-type: none"> <li>○ Screener development</li> <li>○ Online survey development           <ul style="list-style-type: none"> <li>■ Up to thirty (30) questions</li> <li>■ Programming for online data</li> </ul> </li> <li>○ Link provided to City to disseminate to residents and business owners via their normal communication methods (e.g. social media, email, mail, etc.)</li> <li>○ Analysis, data tabulation, key insights &amp; reporting</li> </ul> </li> <li>● Benchmark City activities against up to six (6) peer municipalities       <ul style="list-style-type: none"> <li>○ Four (4) local</li> <li>○ Two (2) national</li> </ul> </li> <li>● Identify best practices in government communications, branding, and digital engagement</li> <li>● Assess opportunities for innovation, technology, and storytelling</li> <li>● Identify gaps in messaging, consistency, accessibility (ADA/language), and reach</li> <li>● Evaluate alignment with Council goals and community priorities</li> <li>● Review crisis communications, reputation management, and media relations capacity</li> <li>● Assess digital communications performance</li> <li>● Recommend tools to discontinue, enhance, or newly adopt</li> <li>● Evaluate equity and inclusion considerations in outreach</li> </ul>	
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<ul style="list-style-type: none"> <li>● Up to four (4) trips for in-person meetings, including presentations for Council, committees, key stakeholders and internal staff</li> </ul> <p><b>STRATEGY DEVELOPMENT &amp; FINAL DELIVERABLES</b></p> <ul style="list-style-type: none"> <li>● Develop comprehensive strategy framework: <ul style="list-style-type: none"> <li>○ Outline strategic goals and guiding principles</li> <li>○ Key messaging development</li> <li>○ Brand positioning recommendations</li> <li>○ Audience segmentation</li> <li>○ Tailored engagement strategies for audiences</li> <li>○ Tactical recommendations across digital, print, media, in-person, and other necessary channels</li> <li>○ Evaluation of staffing, resource, and training needs <ul style="list-style-type: none"> <li>■ Includes Council and staff training priorities <ul style="list-style-type: none"> <li>● Public comment and the First Amendment <ul style="list-style-type: none"> <li>○ Social Media</li> <li>○ Statutory Requirements</li> <li>○ FIOA Requests</li> <li>○ Public Facing Staff</li> </ul> </li> </ul> </li> </ul> </li> <li>○ Provide recommended KPIs to evaluate effectiveness</li> <li>○ Develop recommended Operational Structure</li> </ul> </li> <li>● Final Assessment report outlining findings, strengths, challenges, and opportunities</li> <li>● Strategic Framework: communications and marketing strategy with goals and recommended actions</li> <li>● Implementation Roadmap: phased approach, timeline, and resource requirements</li> </ul>	
<p><b>OPTIONAL ADD-ON: TRANSLATION &amp; PROGRAMMING OF COMMUNITY SURVEY INTO SPANISH &amp; PASHTO</b></p> <ul style="list-style-type: none"> <li>● Using approved community survey <ul style="list-style-type: none"> <li>○ Translation of all closed-ended survey questions into Spanish and Pashto; survey coding &amp; programming to specific language <ul style="list-style-type: none"> <li>■ This would not include open-ended answers translated, which can be accomplished for an additional \$0.45 per word.</li> </ul> </li> </ul> </li> </ul>	\$4,600
<p><b>OPTIONAL ADD-ON: ON-SITE INTERCEPTIONS</b></p> <p>In order to reach people who have not opted into City communications channels, we recommend conducting on-site interceptions at key events,</p>	\$21,750

<p>community centers, and high-traffic areas. This would include two professional interviewers in Northglen for two days asking people to take the survey on iPads. Specific scope of work includes:</p> <ul style="list-style-type: none"> <li>● Using approved community survey; programmed for in-person iPad responses.</li> <li>● In-person interception “interviews” <ul style="list-style-type: none"> <li>○ Two (2) professional interviewers onsite at various points throughout the city to intercept people to complete the survey on an iPad our team will provide.</li> <li>○ On-site participants will be given a \$10 incentive</li> <li>○ Goal is to obtain approximately one-hundred (100) additional in-person responses</li> </ul> </li> <li>● Analysis, data tabulation, key insights &amp; reporting</li> </ul>	
<p><b>OPTIONAL ADD-ON: CONSTITUENT FOCUS GROUPS (ENGLISH ONLY)</b>  If virtual focus groups with constituent groups (e.g. residents, business owners, property owners, Chambers of Commerce, other leadership groups) are required or desired, this is the additional cost per group; up to 90-minutes; up to ten (10) participants each.</p> <p>This includes developing all focus group materials, screeners, recruitment support, scheduling, professional moderation, translation of responses &amp; reporting. Does not include travel expenses.</p>	<p>\$9,000 per group</p>
<p><b>OPTIONAL ADD-ON: NON-ENGLISH FOCUS GROUPS</b>  If virtual focus groups in Spanish or Pashto are required or desired, this is the additional cost per group; up to 90-minutes; up to ten (10) participants each.</p> <p>This includes developing all focus group materials in the specified language, screeners, recruitment support, scheduling, professional moderation by a native speaker, translation of responses &amp; reporting. Does not include travel expenses.</p>	<p>\$10,000 per group</p>
<p><i>All work must be completed within two (2) rounds of revision.</i></p>	

Task	Notes	Duration (Business Days)	Start date	Due date
Contract Signature		1	3/9/2026	3/9/2026
Kick-off Meeting	Dependent on Contract Signature. In Person	1	3/9/2026	3/10/26
Assessments: Competitive, Policy & Procedure, Communications Channels, Internal Needs		30	3/9/2026	4/20/26
Preparing questionnaires and scheduling Council meetings		4	3/10/26	3/16/26
Presentation of questions to City Manager for Review	Virtual	1	3/16/26	3/17/2026
City Manager to provide Feedback on Council Questionnaire		1	3/17/2026	3/18/2026
Revisions to questionnaire		3	3/18/2026	3/23/26
Virtual one-on-one Interviews with City Council	Virtual. All meetings within same 1-2 day period.	3	3/23/26	3/26/2026
Prepare questionnaires for Stakeholder & Public Groups (if public groups needed)		5	3/26/2026	4/2/26
Presentation of Stakeholder/Public Group Questionnaires & Midpoint Update on Assessments to City Manager for Review	Virtual	2	4/2/26	4/6/2026
City Manager to provide Feedback on Stakeholder/Public Questionnaire		1	4/6/2026	4/7/2026
Revisions to questionnaire		3	4/7/2026	4/10/26
Present questionnaires for Stakeholder & Public Groups to City Council; Peer city approval; Feedback same day	In person.	1	4/10/26	4/13/2026
Revise questionnaires & schedule stakeholder & public groups		5	4/13/2026	4/20/26
Conduct Stakeholder & Public Groups	Virtual.	4	4/20/26	4/24/26
Analyzing session results, compiling key insights, and developing community-wide survey questionnaire		10	4/24/26	5/8/26
Presentation to City Manager/Core Team of findings and community survey questions	Virtual	2	5/8/26	5/12/2026
CM to provide feedback		1	5/12/2026	5/13/2026
Revisions to presentation & community-wide questionnaire		3	5/12/2026	5/15/26
Presentation of findings & community-wide questionnaire presentation to Council; feedback in same meeting. Request approval of Council for revisions/next round by CM.	In person.	1	5/15/26	5/18/2026
Revisions		2	5/18/2026	5/20/26
Revised questionnaire sent to CM via email for final approval	Virtual	1	5/20/26	5/21/2026
Survey Translations & Digital development of questionnaire & testing		10	5/21/2026	6/4/26
Agency to provide survey link to client for dissemination	May need to build in time for printing of postcards if disseminating via mail too.	1	6/4/26	6/5/2026
Questionnaire in market	3 weeks in the market	15	6/5/2026	6/26/26
Analysis of community survey (includes translations)		15	6/26/26	7/17/26
Finalize Draft Findings		10	7/17/26	7/31/26
Develop recommendations based on findings		10	7/31/26	8/14/26
Present draft findings report & recommendations summary to CM/staff	Virtual	1	8/14/26	8/17/2026
CM/Staff feedback		5	8/17/2026	8/24/2026
Agency revisions		8	8/24/2026	9/3/26
Presentation 2 of findings and recommendations to staff	Virtual	1	9/3/26	9/4/2026
Staff feedback		5	9/4/2026	9/11/2026
Agency revisions		5	9/11/2026	9/18/26
Final approval from Staff	Virtual/Email	5	9/18/26	9/25/2026
Agency revisions/preparation for Council		5	9/25/2026	10/2/26
Presentation to Council	In person	1	10/2/26	10/5/2026
Council feedback		5	10/5/2026	10/12/2026
Agency revisions		10	10/12/2026	10/26/26
Final Document Delivered		1	10/26/26	10/27/26

SPONSORED BY: MAYOR LEIGHTY

COUNCIL MEMBER'S RESOLUTION

RESOLUTION NO.

No. CR-46  
Series of 2026

\_\_\_\_\_  
Series of 2026

A RESOLUTION APPROVING A PROFESSIONAL SERVICES AGREEMENT BETWEEN THE CITY OF NORTHGLENN AND JOY RIOT, LLC FOR A COMMUNICATIONS AND MARKETING ASSESSMENT

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF NORTHGLENN, COLORADO THAT:

Section 1. The Professional Services Agreement between the City of Northglenn and Joy Riot, LLC, attached hereto, in the amount of \$73,112.00 for a Communications and Marketing Assessment is hereby approved and the City Manager is authorized to execute same on behalf of the City of Northglenn.

DATED, at Northglenn, Colorado, this \_\_\_\_\_ day of \_\_\_\_\_, 2026.

\_\_\_\_\_  
MEREDITH LEIGHTY  
Mayor

ATTEST:

\_\_\_\_\_  
JOHANNA SMALL, MMC  
City Clerk

APPROVED AS TO FORM:

\_\_\_\_\_  
COREY Y. HOFFMANN  
City Attorney

**AGREEMENT FOR PROFESSIONAL SERVICES**

THIS AGREEMENT is made and entered into this \_\_\_\_\_ day of \_\_\_\_\_ 20\_\_\_\_, by and between the City of Northglenn, State of Colorado (hereinafter referred to as the "City") and Joy Riot, LLC (hereinafter referred to as "Consultant").

**RECITALS:**

- A. The City requires professional services.
- B. Consultant has held itself out to the City as having the requisite expertise and experience to perform the required work for the Project.

NOW, THEREFORE, it is hereby agreed for the consideration hereinafter set forth, that Consultant shall provide to the City, professional consulting services for the Project.

**I. SCOPE OF SERVICES**

Consultant shall furnish all labor and materials to perform the work and services required for the complete and prompt execution and performance of all duties, obligations, and responsibilities for the Project which are described or reasonably implied from **Exhibit A** which is attached hereto and incorporated herein by this reference.

**II. THE CITY'S OBLIGATIONS/CONFIDENTIALITY**

The City shall provide Consultant with reports and such other data as may be available to the City and reasonably required by Consultant to perform hereunder. No project information shall be disclosed by Consultant to third parties without prior written consent of the City or pursuant to a lawful court order directing such disclosure. All documents provided by the City to Consultant shall be returned to the City. Consultant is authorized by the City to retain copies of such data and materials at Consultant's expense.

**III. OWNERSHIP OF WORK PRODUCT**

The City acknowledges that the Consultant's work product is an instrument of professional service. Nevertheless, the products prepared under this Agreement shall become the property of the City upon completion of the work.

**IV. COMPENSATION**

A. In consideration for the completion of the services specified herein by Consultant, the City shall pay Consultant an amount not to exceed seventy-three thousand one hundred twelve dollars (\$73,112). Payment shall be made in accordance with the schedule of charges in **Exhibit B** which is attached hereto and incorporated herein by this reference. Invoices will be itemized and include hourly breakdown for all personnel and other charges. The maximum fee specified herein shall include all fees and expenses incurred by Consultant in performing all services hereunder.

B. Consultant may submit monthly or periodic statements requesting payment. Such request shall be based upon the amount and value of the work and services performed by Consultant under this Agreement except as otherwise supplemented or accompanied by such supporting data as may be required by the City.

1. All invoices, including Consultant's verified payment request, shall be submitted by Consultant to the City no later than the twenty-fourth (24th) day of each month for payment pursuant to the terms of this Agreement. In the event Consultant fails to submit any invoice on or before the

twenty-fourth (24th) day of any given month, Consultant defers its right to payment pursuant to said late invoice until the twenty-fourth (24th) day of the following month.

2. Progress payments may be claimed on a monthly basis for reimbursable costs actually incurred to date as supported by detailed statements, including hourly breakdowns for all personnel and other charges. The amounts of all such monthly payments shall be paid within thirty (30) days after the timely receipt of invoice as provided by this Agreement.

C. The City has the right to ask for clarification on any Consultant invoice after receipt of the invoice by the City.

D. In the event payment for services rendered has not been made within forty-five (45) days from the receipt of the invoice for any uncontested billing, interest will accrue at the legal rate of interest. In the event payment has not been made within ninety (90) days from the receipt of the invoice for any uncontested billing, Consultant may, after giving seven (7) days written notice and without penalty or liability of any nature, suspend all work on all authorized services specified herein. In the event payment in full is not received within thirty (30) days of giving the seven (7) days written notice, Consultant may terminate this Agreement. Upon receipt of payment in full for services rendered, Consultant will continue with all authorized services.

E. Final payment shall be made within sixty (60) calendar days after all data and reports (which are suitable for reproduction and distribution by the City) required by this Agreement have been turned over to and approved by the City and upon receipt by the City of Consultant's certification that services required herein by Consultant have been fully completed in accordance with this Agreement and all data and reports for the Project.

## **V. COMMENCEMENT AND COMPLETION OF WORK**

Within seven (7) days of receipt from the City of a Notice to Proceed, Consultant shall commence work on all its obligations as set forth in the Scope of Services or that portion of such obligations as is specified in said Notice. Except as may be changed in writing by the City, the Project shall be complete, and Consultant shall furnish the City the specified deliverables as provided in **Exhibit A**.

## **VI. CHANGES IN SCOPE OF SERVICES**

A change in the Scope of Services shall constitute any material change or amendment of services or work which is different from or additional to the Scope of Services specified in Section I of this Agreement. No such change, including any additional compensation, shall be effective, or paid unless authorized by written amendment executed by the City. If Consultant proceeds without such written authorization, then Consultant shall be deemed to have waived any claim for additional compensation, including a claim based on the theory of unjust enrichment, quantum meruit or implied contract. Except as expressly provided herein, no agent, employee, or representative of the City shall have the authority to enter into any changes or modifications, either directly or implied by a course of action, relating to the terms and scope of this Agreement.

## **VII. PROFESSIONAL RESPONSIBILITY**

A. Consultant hereby warrants that it is qualified to assume the responsibilities and render the services described herein and has all requisite corporate authority and professional licenses in good standing, required by law.

B. The work performed by Consultant shall be in accordance with generally accepted professional practices and the level of competency presently maintained by other practicing professional firms in the same or similar type of work in the applicable community.

C. Consultant shall be responsible for the professional quality, technical accuracy, timely completion, and the coordination of all designs, drawings, specifications, reports, and other services furnished by Consultant under this Agreement. Consultant shall, without additional compensation, correct or resolve any errors or deficiencies in his designs, drawings, specifications, reports, and other services, which fall below the standard of professional practice, and reimburse the City for construction costs caused by errors and omissions which fall below the standard of professional practice.

D. Approval by the City of drawings, designs, specifications, reports, and incidental work or materials furnished hereunder shall not in any way relieve Consultant of responsibility for technical adequacy of the work. Neither the City's review, approval or acceptance of, nor payment for, any of the services shall be construed to operate as a waiver of any rights under this Agreement or of any cause of action arising out of the performance of this Agreement, and Consultant shall be and remain liable in accordance with applicable performance of any of the services furnished under this Agreement.

E. The rights and remedies of the City provided for under this Agreement are in addition to any other rights and remedies provided by law.

### **VIII. INDEMNIFICATION**

A. **INDEMNIFICATION – GENERAL:** The City cannot and by this Agreement does not agree to indemnify, hold harmless, exonerate or assume the defense of the Consultant or any other person or entity whatsoever, for any purpose whatsoever. Provided that the claims, demands, suits, actions or proceedings of any kind are not the result of professional negligence, the Consultant, to the fullest extent permitted by law, shall defend, indemnify and hold harmless the City, its Council members, officials, officers, directors, agents and employees from any and all claims, demands, suits, actions or proceedings of any kind or nature whatsoever, including worker's compensation claims, in any way resulting from or arising from the services rendered by Consultant, its employees, agents or subconsultants, or others for whom the Consultant is legally liable, under this Agreement; provided, however, that the Consultant need not indemnify or save harmless the City, its Council members, its officers, agents and employees from damages resulting from the negligence of the Council members, officials, officers, directors, agents and employees.

B. **INDEMNIFICATION FOR PROFESSIONAL NEGLIGENCE:** The Consultant shall, to the fullest extent permitted by law, defend, indemnify and hold harmless the City, its Council members, and any of its officials, officers, directors, and employees from and against damages, liability, losses, costs and expenses, including reasonable attorneys fees, but only to the extent caused by or arising out of the negligent acts, errors or omissions of the Consultant, its employees, agents or subconsultants, or others for whom the Consultant is legally liable, in the performance of professional services under this Agreement. The Consultant is not obligated under this subparagraph IX.B. to indemnify the City for the negligent acts of the City, its Council members, or any of its officials, officers, directors, agents and employees.

C. **INDEMNIFICATION – COSTS:** Consultant shall, to the fullest extent permitted by law, defend, investigate, handle, respond to, and provide defense for and defend against, any such liability, claims or demands at the sole expense of Consultant or, at the option of the City, agrees to pay the City or reimburse the City for the defense costs incurred by the City in connection with any such liability, claims or demands. Consultant shall, to the fullest extent permitted by law, defend and bear all other costs and expenses related thereto, including court costs and attorney fees, whether or not any such liability, claims or demands alleged are groundless, false or fraudulent. If it is determined by the final judgment of a court of any competent jurisdiction that such injury, loss or damage was caused in whole or in part by the act, omission or other fault of the City, its Council members, officials, officers, directors, agents and employees, the City shall reimburse Consultant for the portion of the judgment attributable to such act, omission or other fault of the City, its Council members, officials, officers, directors, agents and employees.

D. To the extent this Agreement is subject to C.R.S. § 13-50.5-102(8), Contractor's liability under this provision shall be to the fullest extent of, but shall not exceed, that amount represented by the degree or percentage of negligence or fault attributable to Contractor, any subcontractor of Contractor, or any officer, employee, representative, or agent of Contractor or of any subcontractor of Contractor. If Contractor is providing architectural, engineering, surveying or other design services under this Agreement, the extent of Contractor's obligation to defend, indemnify and hold harmless the City may be determined only after Contractor's liability or fault has been determined by adjudication, alternative dispute resolution or otherwise resolved by mutual agreement of the Parties, as provided by C.R.S. § 13-50.5-102(8)(c).

## **IX. INSURANCE**

A. Consultant agrees to procure and maintain, at its own cost, a policy or policies of insurance sufficient to insure against all liability, claims, demands, and other obligations assumed by Consultant pursuant to Section IX, above. Such insurance shall be in addition to any other insurance requirements imposed by this Agreement or by law. Consultant shall not be relieved of any liability, claims, demands, or other obligations assumed pursuant to Section IX, above, by reason of its failure to procure or maintain insurance, or by reason of its failure to procure or maintain insurance in sufficient amounts, durations, or types.

B. Consultant shall procure and maintain and shall cause any subcontractor of Consultant to procure and maintain, the minimum insurance coverages listed below. Such coverages shall be procured and maintained with forms and insurers acceptable to the City. All coverages shall be continuously maintained to cover all liability, claims, demands, and other obligations assumed by Consultant pursuant to Section IX, above. In the case of any claims-made policy, the necessary retroactive dates and extended reporting periods shall be procured to maintain such continuous coverage.

1. Worker's Compensation Insurance to cover obligations imposed by applicable laws for any employee engaged in the performance of work under this Contract, and Employer's Liability Insurance with minimum limits of five hundred thousand dollars (\$500,000) each incident, five hundred thousand dollars (\$500,000) disease - policy limit, and five hundred thousand dollars (\$500,000) disease - each employee.

2. Commercial general liability insurance with minimum combined single limits of one million dollars (\$1,000,000) each occurrence and two million dollars (\$2,000,000) general aggregate. The policy shall be applicable to all premises and operations. The policy shall include coverage for bodily injury, broad form property damage (including completed operations), personal injury (including coverage for contractual and employee acts), blanket contractual, products, and completed operations. The policy shall contain a severability of interests provision.

3. Professional liability insurance with minimum limits of six hundred thousand dollars (\$600,000) each claim and one million dollars (\$1,000,000) general aggregate.

C. The policy required by paragraph 2. above shall be endorsed to include the City and the City's officers, employees, and consultants as additional insureds. Every policy required above shall be primary insurance, and any insurance carried by the City, its officers, its employees, or its consultants shall be excess and not contributory insurance to that provided by Consultant. No additional insured endorsement to the policy required by paragraph 1. above shall contain any exclusion for bodily injury or property damage arising from completed operations. Consultant shall be solely responsible for any deductible losses under any policy required above.

D. The certificate of insurance provided for the City shall be completed by Consultant's insurance agent as evidence that policies providing the required coverages, conditions, and minimum limits are in full force and effect, and shall be reviewed and approved by the City prior to commencement of the Agreement. No other form of certificate shall be used. If the City is named as an additional insured on any policy which does not allow for the automatic addition of additional insureds, the Consultant's

insurance agent shall also provide a copy of all accompanying endorsements recognizing the City as an additional insured. The certificate shall identify this Agreement and shall provide that the coverages afforded under the policies shall not be cancelled, terminated or materially changed until at least thirty (30) days prior written notice has been given to the City. The completed certificate of insurance shall be sent to:

City of Northglenn  
 Attn: Risk Manager  
 11701 Community Center Drive  
 Northglenn, Colorado 80233-8061

E. Failure on the part of Consultant to procure or maintain policies providing the required coverages, conditions, and minimum limits shall constitute a material breach of agreement upon which the City may immediately terminate this Agreement, or at its discretion, the City may procure or renew any such policy or any extended reporting period thereto and may pay any and all premiums in connection therewith, and all monies so paid by the City shall be repaid by Consultant to the City upon demand, or the City may offset the cost of the premiums against any monies due to Consultant from the City.

F. The City reserves the right to request and receive a certified copy of any policy and any endorsement thereto.

G. The parties hereto understand and agree that the City, its officers, and its employees, are relying on, and do not waive or intend to waive by any provision of this Agreement, the monetary limitations (presently three hundred fifty thousand dollars (\$350,000) per person and nine hundred ninety thousand dollars (\$990,000) per occurrence) or any other rights, immunities, and protections provided by the Colorado Governmental Immunity Act, Colo. Rev. Stat., §§ 24-10-101, et seq., as from time to time amended, or otherwise available to the City, its officers, or its employees.

#### **X. NON-ASSIGNABILITY**

Neither this Agreement, nor any of the rights or obligations of the parties hereto, shall be assigned by either party without the written consent of the other.

#### **XI. TERMINATION**

This Agreement shall terminate at such time as the work in Section I is completed and the requirements of this Agreement are satisfied, or upon the City's providing Consultant with seven (7) days advance written notice, whichever occurs first. In the event the Agreement is terminated by the City's issuance of said written notice of intent to terminate, the City shall pay Consultant for all work previously authorized and completed prior to the date of termination. If, however, Consultant has substantially or materially breached the standards and terms of this Agreement, the City shall have any remedy or right of set-off available at law and equity. If the Agreement is terminated for any reason other than cause prior to completion of the Project, any use of documents by the City thereafter shall be at the City's sole risk, unless otherwise consented to by Consultant.

#### **XII. CONFLICT OF INTEREST**

The Consultant shall disclose any personal or private interest related to property or business within the City. Upon disclosure of any such personal or private interest, the City shall determine if the interest constitutes a conflict of interest. If the City determines that a conflict of interest exists, the City may treat such conflict of interest as a default and terminate this Agreement.

**XIII. VENUE**

This Agreement shall be governed by the laws of the State of Colorado, and any legal action concerning the provisions hereof shall be brought in the County of Adams, State of Colorado.

**XIV. INDEPENDENT CONTRACTOR**

Consultant is an independent contractor. Notwithstanding any provision appearing in this Agreement, all personnel assigned by Consultant to perform work under the terms of this Agreement shall be, and remain at all times, employees or agents of Consultant for all purposes. Consultant shall make no representation that it is the employee of the City for any purposes.

**XV. NO WAIVER**

Delays in enforcement or the waiver of any one or more defaults or breaches of this Agreement by the City shall not constitute a waiver of any of the other terms or obligation of this Agreement.

**XVI. ENTIRE AGREEMENT**

This Agreement and the attached **Exhibits A and B** is the entire Agreement between Consultant and the City, superseding all prior oral or written communications. None of the provisions of this Agreement may be amended, modified, or changed, except as specified herein.

**XVII. SUBJECT TO ANNUAL APPROPRIATION**

Consistent with Article X, Section 20 of the Colorado Constitution, any financial obligations of the City not to be performed during the current fiscal year are subject to annual appropriation, and thus any obligations of the City hereunder shall extend only to monies currently appropriated.

**XVIII. NOTICE**

Any notice or communication between Consultant and the City which may be required, or which may be given, under the terms of this Agreement shall be in writing, and shall be deemed to have been sufficiently given when directly presented or sent pre-paid, first class United States Mail, addressed as follows:

The City: City of Northglenn  
11701 Community Center Drive  
Northglenn, Colorado 80233-8061

Consultant: Joy Riot, LLC  
950 N Washington Street  
Alexandria, VA 22314

IN WITNESS WHEREOF, the parties hereto each herewith subscribe the same in duplicate.

**CITY OF NORTHGLENN, COLORADO**

By: \_\_\_\_\_

Heather Geyer  
\_\_\_\_\_  
Print Name

City Manager  
\_\_\_\_\_  
Title Date

ATTEST:

\_\_\_\_\_  
Johanna Small, MMC Date  
City Clerk

APPROVED AS TO FORM:

\_\_\_\_\_  
Corey Y. Hoffmann Date  
City Attorney

**CONSULTANT:**

By: \_\_\_\_\_

\_\_\_\_\_  
Print Name

ATTEST:

By: \_\_\_\_\_

\_\_\_\_\_  
Title Date

\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Title Date

**Statement of Work #1  
February 11 - October 10, 2026**

This Statement of Work (“SOW”) outlines marketing strategy services related to the City of Northglenn (“Client”) and Joy Riot, LLC (“Agency”).

**1. AGENCY SERVICES**

See Attachment A for a breakdown of Agency Services & Optional Add-Ons.

**2. OUT OF SCOPE SERVICES & HARD COSTS**

The following is a list of services not included in the SOW and not covered by the Agency fee. If Client requires these services, Joy Riot will provide an estimate for approval in advance of work beginning. Approved estimates will be billed separately.

- Brand identity development (i.e. new logo, look, feel, voice)
- Marketing campaign or asset development
- Communications templates (i.e. email, newsletters, social posts, documents)
- Entry sign design
- Content creation, including blog posts, newsletters, etc.
- Primary research: incentive payments, list purchases, non-English-speaking focus group moderator; advertising for recruitment (i.e. social posts, email, postcard)
- Photo or video production, including but not limited to: photography shoot production, video shoot production, stock photo research and purchase, photo or video editing, motion graphic animation, talent and usage fees, location fees, wardrobe, props, stylists, etc.
- Audio production, including but not limited to: casting, record, sound effects, music, mix, etc.
- Website or technical consultation and execution
- Website or landing page fees and costs, including but not limited to: website discovery, design or development; hosting, plugins, ongoing maintenance, content creation, etc.
- Purchase of brand fonts or brand elements needed to complete the work
- Print production
- Promotional item production
- Email HTML development
- Blog content creation or publishing
- Media buy
- Shipping

**3. FEES AND PAYMENTS**

The Client agrees to compensate Joy Riot for the Services outlined in the Statement of Work. The total fee for Services is \$73,112, plus optional add-on costs. The base fee payment will be billed in eight (8) equal monthly payments of \$9,139, beginning on March 1, 2026 and on the first of each month thereafter. With optional add-ons billed upon approval. Payment is due upon receipt. All fees set forth herein are in exchange for deliverables listed above.

Such fees are not intended to cover and are not in payment of any out-of-pocket Costs or other reimbursable Expenses. Additional costs may include, but are not limited to Production and Media costs, which will be estimated for approval and reimbursed by The Client, subject to the terms of the Master Service Agreement, dated January 29, 2026.

The Client hereby orders the services described in this SOW and shall pay for such services as set forth herein.

**City of Northglenn**

**Joy Riot, LLC**

Sign: \_\_\_\_\_

Sign: \_\_\_\_\_

Name: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Date: \_\_\_\_\_

## ATTACHMENT A: SCOPE OF WORK

Agency services include account & project management, strategy, creative development, art direction, and overall account administration for the following scope of work. This scope of work is based on recommendations and assumptions of your needs based on the RFP. If additional or different scope is needed, we can adjust the proposal accordingly.

COST BREAKDOWN	TOTAL FEE
<p><b>DISCOVERY &amp; CURRENT STATE REVIEW, BENCHMARKING &amp; BEST PRACTICES, GAP ANALYSIS</b></p> <ul style="list-style-type: none"> <li>● Kick-off with core team for information immersion, goals, vision, review of current brand, considerations, and audience download</li> <li>● Up to sixteen (16) key stakeholder in-depth-interviews or small group (up to four 4 people) input sessions (e.g. City Council, staff, stakeholders); up to one (1) hour each; to include up to: <ul style="list-style-type: none"> <li>○ Ten (10) stakeholder one-on-one virtual interviews to include: <ul style="list-style-type: none"> <li>■ Council Members: nine (9) one-on-one interviews</li> <li>■ John Eisel (Senior Public Communications Specialist)</li> </ul> </li> <li>○ Six (6) stakeholder small group virtual sessions, to include: <ul style="list-style-type: none"> <li>■ Group 1: <ul style="list-style-type: none"> <li>● Terra Mueller (Arts &amp; Culture Marketing Coordinator) - Theatre</li> <li>● Sarah Sutherburg (Recreation Assistant – Marketing) - Rec</li> </ul> </li> <li>■ Group 2: <ul style="list-style-type: none"> <li>● Jamie Burlison (Public Information Officer, Police Department) - PD</li> <li>● Chief Jim May – PD</li> <li>● Deputy Chief Peter Rice – PD</li> </ul> </li> <li>■ Group 3: <ul style="list-style-type: none"> <li>● Amanda Peterson (Director of Parks, Recreation &amp; Culture)</li> <li>● Patrick Berger (Artistic Producer &amp; Cultural Supervisor) – Theatre</li> <li>● Michael Stricker (Arts, Culture &amp; Community Manager) – Theatre</li> <li>● Deb Lawson (Recreation Supervisor) – Rec</li> </ul> </li> <li>■ Group 4: <ul style="list-style-type: none"> <li>● Allison Moeding (Director of Economic Development)</li> <li>● Marisa Phillips (Economic Development Specialist)</li> </ul> </li> </ul> </li> </ul> </li> </ul>	<p>\$73,112</p>

<ul style="list-style-type: none"><li>● Christie Chambers (Economic Development Coordinator)</li><li>■ Group 5:<ul style="list-style-type: none"><li>● Heather Geyer (City Manager)</li><li>● Kim Newcomer (Slate Communications)</li></ul></li><li>● Audit of current communications channels: website, social media, newsletters, print, video, signage, events</li><li>● Evaluate internal communications and employee engagement practices</li><li>● Assess staffing, budget, and organizational structure for communications</li><li>● Development of community survey<ul style="list-style-type: none"><li>○ Screener development</li><li>○ Online survey development<ul style="list-style-type: none"><li>■ Up to thirty (30) questions</li><li>■ Programming for online data</li></ul></li><li>○ Link provided to City to disseminate to residents and business owners via their normal communication methods (e.g. social media, email, mail, etc.)</li><li>○ Analysis, data tabulation, key insights &amp; reporting</li></ul></li><li>● Benchmark City activities against up to six (6) peer municipalities<ul style="list-style-type: none"><li>○ Four (4) local</li><li>○ Two (2) national</li></ul></li><li>● Identify best practices in government communications, branding, and digital engagement</li><li>● Assess opportunities for innovation, technology, and storytelling</li><li>● Identify gaps in messaging, consistency, accessibility (ADA/language), and reach</li><li>● Evaluate alignment with Council goals and community priorities</li><li>● Review crisis communications, reputation management, and media relations capacity</li><li>● Assess digital communications performance</li><li>● Recommend tools to discontinue, enhance, or newly adopt</li><li>● Evaluate equity and inclusion considerations in outreach</li><li>● Up to four (4) trips for in-person meetings, including presentations for Council, committees, key stakeholders and internal staff</li></ul> <p><b>STRATEGY DEVELOPMENT &amp; FINAL DELIVERABLES</b></p> <ul style="list-style-type: none"><li>● Develop comprehensive strategy framework:</li></ul>	
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<ul style="list-style-type: none"> <li>○ Outline strategic goals and guiding principles</li> <li>○ Key messaging development</li> <li>○ Brand positioning recommendations</li> <li>○ Audience segmentation</li> <li>○ Tailored engagement strategies for audiences</li> <li>○ Tactical recommendations across digital, print, media, in-person, and other necessary channels</li> <li>○ Evaluation of staffing, resource, and training needs             <ul style="list-style-type: none"> <li>■ Includes Council and staff training priorities                 <ul style="list-style-type: none"> <li>● Public comment and the First Amendment                     <ul style="list-style-type: none"> <li>○ Social Media</li> <li>○ Statutory Requirements</li> <li>○ FIOA Requests</li> <li>○ Public Facing Staff</li> </ul> </li> </ul> </li> </ul> </li> <li>○ Provide recommended KPIs to evaluate effectiveness</li> <li>○ Develop recommended Operational Structure</li> <li>● Final Assessment report outlining findings, strengths, challenges, and opportunities</li> <li>● Strategic Framework: communications and marketing strategy with goals and recommended actions</li> <li>● Implementation Roadmap: phased approach, timeline, and resource requirements</li> </ul>	
<p><b>OPTIONAL ADD-ON: TRANSLATION &amp; PROGRAMMING OF COMMUNITY SURVEY INTO SPANISH &amp; PASHTO</b></p> <ul style="list-style-type: none"> <li>● Using approved community survey             <ul style="list-style-type: none"> <li>○ Translation of all closed-ended survey questions into Spanish and Pashto; survey coding &amp; programming to specific language                 <ul style="list-style-type: none"> <li>■ This would not include open-ended answers translated, which can be accomplished for an additional \$0.45 per word.</li> </ul> </li> </ul> </li> </ul>	<p>\$4,600</p>
<p><b>OPTIONAL ADD-ON: ON-SITE INTERCEPTIONS</b></p> <p>In order to reach people who have not opted into City communications channels, we recommend conducting on-site interceptions at key events, community centers, and high-traffic areas. This would include two professional interviewers in Northglenn for two days asking people to take the survey on iPads. Specific scope of work includes:</p> <ul style="list-style-type: none"> <li>● Using approved community survey; programmed for in-person iPad responses.</li> </ul>	<p>\$21,750</p>



<ul style="list-style-type: none"> <li>● In-person interception “interviews” <ul style="list-style-type: none"> <li>○ Two (2) professional interviewers onsite at various points throughout the city to intercept people to complete the survey on an iPad our team will provide.</li> <li>○ On-site participants will be given a \$10 incentive</li> <li>○ Goal is to obtain approximately one-hundred (100) additional in-person responses</li> </ul> </li> <li>● Analysis, data tabulation, key insights &amp; reporting</li> </ul>	
<p><b>OPTIONAL ADD-ON: CONSTITUENT FOCUS GROUPS (ENGLISH ONLY)</b> If virtual focus groups with constituent groups (e.g. residents, business owners, property owners, Chambers of Commerce, other leadership groups) are required or desired, this is the additional cost per group; up to 90-minutes; up to ten (10) participants each.</p> <p>This includes developing all focus group materials, screeners, recruitment support, scheduling, professional moderation, translation of responses &amp; reporting. Does not include travel expenses.</p>	<p>\$9,000 per group</p>
<p><b>OPTIONAL ADD-ON: NON-ENGLISH FOCUS GROUPS</b> If virtual focus groups in Spanish or Pashto are required or desired, this is the additional cost per group; up to 90-minutes; up to ten (10) participants each.</p> <p>This includes developing all focus group materials in the specified language, screeners, recruitment support, scheduling, professional moderation by a native speaker, translation of responses &amp; reporting. Does not include travel expenses.</p>	<p>\$10,000 per group</p>
<p><i>All work must be completed within two (2) rounds of revision.</i></p>	