

City of Northglenn Three Year Communications & Engagement Plan

2021-2023

D. Wilson, 3/2023 Update

Background

At the end of 2020, an 18-month communications plan came to a close (see *Appendix A – 18-month Plan*). The plan helped transform the City of Northglenn Communications Department from a reactive, task-oriented operation to a structured, forward-looking team under a Director of Communications. In February of 2020, the Engagement Division was merged with the Communications Division. This new three-year plan is designed to pick up where the 18-month plan left off, incorporate Engagement team work, and coordinate with the city's Strategic Plan.

The team is responsible for:

1. Communicating information originating from the City Manager's Office or City Council to all stakeholders
2. Supporting all city departments with public information dissemination
3. Large city events
4. Coordinating community outreach and engagement

The current Communications & Engagement Department consists of the following positions: Director of Communications, Senior Communications Specialist, Communications Specialist, two Events Specialists, Outreach Coordinator and an Events Assistant.

See *Appendix C – 2023 Work Plan* for a full list of communications and engagement responsibilities and projects.

Please note, this three-year plan is intended as a high-level living document. The 18-month plan (Appendix A) includes an extensive audit of city communications, and the city [Strategic Plan](#) details the goals this department works toward and supports. This plan does not restate all that material; it adds to and builds upon it.

Our Commitment

The City of Northglenn Communications and Engagement Department (C&E):

- Helps implement the City of Northglenn Strategic Plan, particularly High Performance Government, Community Engagement, and Diverse Community goals
- Communicates Strategic Plan accomplishments with residents and other stakeholders
- Engages residents and other stakeholders through events, business sponsorship, volunteerism, and other city public input/participation opportunities
- Reinforces the city mission, vision, and values externally and internally (internal now under development) through consistent communications
- Informs residents about current community issues and happenings, including sharing information from surrounding jurisdictions and other community partners if appropriate
- Supports residents through collaboration with community partners and volunteer programs
- Assists all city departments in communicating with residents and employees, including emergency communications
- Encourages participation in local government and strives to increase constructive community engagement

Performance Measures

C&E will use the following methods to evaluate performance:

- Resident survey data
- Social media reach and engagement
- Website metrics
- Event attendance goals
- Volunteer hours
- Focus groups and targeted surveys
- Sponsorship growth
- Diversity, Equity, and Inclusion efforts

See *Appendix C – Performance Measures* for baseline data.

SWOT Analysis

An extensive Strengths, Weaknesses, Opportunities, and Threat analysis is included in the 18-month communications plan (see *Appendix A*). The majority of that data remains relevant, with these additions/notes:

- Strengths: Team accountability and collaboration in the last year has enabled stronger relationships throughout the city; Strategic Plan and communications plan have helped organize and direct work.
- Weaknesses: Channel 8 access/reach continues to dwindle and web streaming does not demonstrate strong ROI; this limits video as a communications tool. Outreach Coordinator duties are at capacity. Internal barriers have been significantly reduced but some still remain (silos).
- Opportunities: Combining communications, engagement, and outreach has broadened the perspective/creativity of the workgroup. New recreation facility will expand event, outreach, and communication opportunities.
- Threats: Economic conditions may hinder budget. Though promotion has drastically increased, media coverage remains difficult to attract due to size of city/competition.

Three-Year C&E Goals

- Increase communications reach to, engagement with, and event attendance of Northglenn residents
- Effectively and consistently communicate status on city Strategic Plan goals internally and externally
- Upgrade and continually monitor effectiveness of internal communications platforms
- Increase diversity efforts in line with city efforts (inclusive language, seek partners to increase reach to different audiences, collaborate with employee and resident diversity, inclusion and social equity groups)
- Increase constructive engagement on city issues to support City Council decision-making and communicate work of council-appointed boards/commissions/task forces.
- Adjust special events to follow health/safety guidelines and/or take advantage of changing venues
- Assess the programs under the Outreach Coordinator, compare to municipal best practices and adjust to suit current community needs
- Review and update City Council communications strategies annually
- Review and adjust City Manager communications strategies annually
- Submit or support submission of awards applications for notable city efforts/projects with organizations such as NLC, ICMA, ELGL, 3CMA, and professional associations associated with different departments
- Increase awareness of City of Northglenn projects and expertise through submission of industry articles, leading conference sessions, news releases, and networking/collaborating with other communications professionals in area/region/other US municipalities

2021 Action Items (beyond base responsibilities and work products)

- Continue COVID-19 public information efforts (Q1-Q4)
- Complete and distribute 2020 Annual Report/Year in Review (Q1)
- Revamp internal website – intranet, or New NIC (Q1-2)
 - Redesign on new platform, migrate relevant content, add new content
 - Train content managers throughout city to promote current content inclusion and ongoing updates
 - Include newsletter function; transition City Manager Report to web platform
 - Include employee interest sections (Wellness, HEAL, Green Team, Diversity & Equity, etc.)
 - Include training and volunteer sign-up function if possible
 - Digitize NIC Picbook
 - Include links to other city software programs in one section and on appropriate department landing pages
 - Add benefits, leave and payroll employee self-help aspects if possible
- Develop a Channel 8 programming SOP (Q1)
- Support NGCC Phase I & II Communications (Q1-4)
- Work with City Manager and City Clerk to refine Council packet process (Q1)
- Determine appropriate events for 2021 based on COVID-19 restrictions/best practices; implement plan using lessons learned from 2020 and reengage sponsors when possible and appropriate (Q1)
- Coordinate with HR department on employee communications and recognition (Q2)
- Hold a minimum of two citywide communicators meetings; evaluate and refine members of group (Q2 & Q4)
- Coordinate with Planning Department on Comprehensive Plan update (Q2-4)
- Add new “concept” event (possible tie-in with DISE board) (Q2-4)
- Lead grand opening activities of the new Recreation Center, Senior Center, and Theatre (Q4) hire contractor to support efforts (with Director of Parks, Recreation and Culture approval)
- Develop event plan for 2022 in anticipation of festival lawn completion and COVID-19 restrictions lifting (Q4)
- Update/replace light pole banners after COVID-19 winds down (Q3)
- Research volunteer program best practices in other cities (Q3-4)
- Election: provide voting information to residents; establish ways to provide objective city candidate information (Q3-4)
- After election, arrange for new photos and update displays and online information for council members (Q4)
- Determine viability of 2022 City of Northglenn calendar; if viable **design, print and distribute** (Q4)
- Minimum of three awards applications (on-going)
- Social Media 2021: 15% growth on Instagram, 10% increase on Facebook and 10% increase of Twitter followers/likes. Nextdoor growth is dependent on platform marketing (year-long)
- Support programs such as Partners in Energy, water conservation, no fireworks, Force Main A (Northglenn Underground), No Need for Speed, Parks, Recreation and Culture programs, Northglenn Gear, police events, etc. (ongoing)

2022 Action Items (beyond base responsibilities and work products)

- If 2022 City Calendar not viable, develop and distribute 2021 Year in Review/Annual Report (Q1)
- Using 2021 research of best practices, evaluate volunteer-based programs – participation, effectiveness, and current city needs. Develop plan to adjust our programs to best fit Northglenn; determine if adding seasonal position to increase program capacity if appropriate (Q1)
- **Support crisis management planning and ensure best communications practices are incorporated into the plan (Q2)**
- Evaluate Northglenn Gear and determine whether to continue (Q2)
- Review list of employees trained for public website and intranet. Confirm activity/remove non-users from system, offer refresher course to infrequent users, offer advanced skills class to frequent users, add new users if needed (Q2)
- Hire a seasonal engagement position to support volunteer and events administrative work, and to work events/programs (end of Q2-Q3) if determined appropriate and economically feasible
- Review and add/update C&E SOPs (Q3)
- Design, plan, and work with Public Works to **install** monument signage at city main entry points and I-25 overpasses (Q3-4)
- Add a new “concept” event (Q2-3)
- Determine viability of 2022 City of Northglenn Calendar; if viable **design, print and distribute** (Q4)
- **Develop RFP for public website vendor** (Q4)
- Social Media 2022: 10% growth on Instagram, 8% increase on Facebook and 5% increase of Twitter followers/likes. Nextdoor growth is dependent on platform marketing (year-long)
- Minimum of five awards applications (new rec center opening should offer opportunities) (on-going)
- Hold a minimum of **three** citywide communicators meetings (year-long) **Had one internal and one North area**
- Update/replace light pole banners as needed (on-going)
- Support promotion of expanded arts/rec programming (on-going)
- Identify current department programs and city efforts in need of support and outline promotion/engagement plans for each (ongoing)
- Explore resident text message options (Q3)

Red items not met

2023 Action Items (beyond base responsibilities and work products)

- Update Northglenn Gear (Q2)
- Determine if RFP for public website vendor is needed (Q3)
- If 2023 calendar not viable, develop and distribute 2022 Year in Review/Annual Report (Q1)
- Determine if resident text message options should be a budget package again in 2024 (Q2)
- Add a new “concept” event (Q2-3)
- Social Media 2023: 10% growth on Instagram, 8% increase on Facebook and 2% increase of Twitter followers/likes. Nextdoor growth is dependent on platform marketing (year-long)
- Minimum of three awards applications (on-going)
- Hold a minimum of three citywide communicators meetings (year-long)
- Update/replace light pole banners as needed (on-going)
- Identify current department programs and city efforts in need of support and outline promotion/engagement plans for each (ongoing)
- Refresh city look to coordinate with city Strategic Plan update. Include refreshed look in all communications platforms including website, Connection, social media templates, and internal use templates (Q4 of 2023 or Q1 of 2024)
- Revamp and launch new/refreshed public website that coordinates with strategic plan update (Q4 or Q1 of 2024)

Appendix A – 18-month Plan (excerpts from CITY MANAGER MEMORANDUM #37-2019 July 15, 2019)

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 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

City of Northglenn SWOT Analysis and Big Picture Recommendations

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.

General Observations - communications division:

The city of Northglenn has been through a number of staff changes in recent years. This includes 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 as well as strategies, priorities and vision.

This has also led to a distrust of the division and a lack of collaboration in communications efforts citywide. Other departments and divisions have 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.

The Communications Manager job description is inconsistent with the actual position requirements. This has made it difficult to hire, not competitive in the marketplace and has made it challenging to find the right person for the position. Communication and a perceived and actual lack of communications is a high priority for residents, council and staff. 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.

Communications has not actively looked at available tools and resources that are or would be effective nor best practices that could be implemented in Northglenn. This has often led to ineffective use of tools, staff time and dollars.

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 been no structure to "how we do business" as a communications division.

There is a lack of strategy and planning, particularly with regard to communications.

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

Communications staff has been in execution (do, do, do) mode, lacking time, resources and tools to adequately plan, execute at the highest level, measure results and report back to internal clients / constituents.

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.

Operating in constant crisis response mode and only executing upon "critical at this moment" items has stifled staff from excelling and, at times, even completing work that is underway.

The active and engaged residents of Northglenn have always been and are committed to the city and want to be involved.

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 "steading the ship" and providing clear leadership and 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.

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 utilize 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 department have moved forward projects, programs and communication
- 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
 - oFacebook

- oInstagram
- oTwitter
- oNextDoor
- 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 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
 - oWard meetings
 - oMingle with the Mayor
- Community Events
- City Beautification Awards
- Resident Recognition Program
- Block Party Trailer
- Community Engagement Recommendation - need to re-assess and activate where it aligns with vision
- Trail adoption program
- National Night Out
- Staff longevity awards and other city staff award programs

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 reactionary and crisis driven to planned, measured, vision-aligned prioritization and action. The culture is one of "just getting by" and "just getting it done." To shift to a high functioning organization, this needs to change.

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 City Manager and Communications Manager
- There is more work that needs to be done by communications division than there are resources to complete the work in a timely fashion
- The position of Communications Manager has not been properly defined and the position has not been set up for success
- 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
- Has not been an emphasis on capacity building for existing staff
- Historic lack of trust in communications division
 - oCommunications has historically often not engaged in a consistent and comprehensive manner with other departments or divisions to assist them in communications efforts
 - oThere is a lack of understanding of the role the communications division has in the city.
 - oCommunications has consistently underperformed for internal clients - late on delivery or not getting things done (often due to shifting priorities and "emergency" response needs)
 - oThere is a lack of formal requests for work from and with the communications division often leading to incomplete requests
 - oLack 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)
- Employees feel undervalued
- Unclear role and expectations of Leadership Team (this is changing)
- Lack of face to face meetings with lots of back and forth via email
- Lack of understanding of roles and responsibilities of other staff

Owned and Managed Assets

- Funds spent on external services not needed nor measured effectively
- Website is not easy to use, particularly with search terms
- Emailed Newsletter to residents - went away, but still advertised on website – needs strategic purpose to be utilized effectively
- Bulletin boards throughout the city are underutilized
- Use of videos on Channel 8 and Social Media channels can be expanded to meet organizational goals
- NiC - is underutilized
- Telephone town halls - was 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 frequent and unsettling internally and externally
- Ward meeting attendees are often the usual suspects, 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 meaningful presence for council members at events and activities
- Council strife
- 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
 - oNew recreation center
 - oNew theatre
 - oNew senior center
- Development and Redevelopment Opportunities / NURA
- Completion and consistency of rebranding
- Ability and direction to analyze and augment city website and drive residents to areas to "help themselves"
- Regional media opportunities to promote city programs, projects, events and activities
- 50th Anniversary momentum
 - oResident Recognition Program continuation after this year
 - oLight pole banner utilization
 - oRegional 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 only - broad perception in region
- 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

Notes in RED report completion/status as of 1/25/21

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.) **Complete**
- Update job description and classification of division head to Communications Director with clear expectations and job requirements **Complete**
- 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. **Complete**
- Build tool for internal clients to request work by the communications division (underway in collaboration with IT) **Delayed due to access by remote work (COVID-19); currently evaluating need with new structure now in place**
- 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. **Complete**
- 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 **On-going. Citywide communicators group supports this recommendation.**
- Build capacity and further expertise among communications division staff **Complete and on-going**
- Utilize resident survey responses to make changes to asset list and communications plan **Complete**
- Update website through data-driven analysis and recommendations **Complete**
- Improve communication among departments **Complete**
- Improve communication channels and expectations between staff and city council **Complete**
- Finalize vision and strategic priorities to align plans across city (council strategic planning) **Complete**
- Improve communication between staff and leadership team **Complete**

Short-Term Recommendations (through December 2019)

- Create Standard Operating Procedures for all communications division request (in testing phase) **Complete**
- Eliminate unnecessary contracts and financial commitments **Complete**
 - oGoogle ad words campaign - savings of \$1,000 per month with cancellation
 - oNews service - can do internally
- Build a 12-month social media schedule request (in progress) **Complete**
 - oMust include feedback loop
 - oWill reflect all city social media when completed
- Build a three-year calendar that reflects annual communications needs throughout city **Complete**
- Create communications division requests database (in progress with IT - see above) **Delayed due to access by remote work (COVID-19); currently evaluating need with new structure now in place**
- Provide one-pager to keep on file for every communications division request on program **Complete**
- Update how photos are saved and their nomenclature for ease of use (in progress) **Some progress made, not complete**
- Create three-year calendar for known communications needs for internal clients (in progress) **Complete**
- Assess Connection - content and structure to respond to resident survey and council strategic planning; look at best practices **Complete**
- Create talking points for unique programs / events and activities that help Northglenn shine **Complete**
- Clean up communications drive (in progress) **Complete**
- Examine structure, function, traffic and ease of use of city website **Complete**
- Address inefficiencies for communications staff by providing training to other employees **Complete**
 - oTrain employees in other divisions to effectively manage their webpage updates
 - Finance - posting bids – **declined to participate**
 - Parks and Recreation -- **Complete**
 - oTrain employees in other divisions to effectively manage their social media channels **Complete**
 - 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 **Complete**
- Bring back the internal communications team meeting with communications division staff and a representative from each department that holds primary responsibility for communications **Complete**
- Build in ability to monitor all social media accounts (in progress - purchased SproutSocial) **Complete**
- Add some regular elements to Connection (in progress) **Complete**
 - oPolice stats and crime prevention
 - oCIP project updates

- Meet with department / division heads to understand 2020 / 2021 Communications goals, timelines, tools and tactics (in progress) **Complete**
- Examine overall employee recognition programs and consider implementation of Spot Awards to recognize employees doing great work **In process/waited for new Director of HR**
- Consider getting rid of GroupWise and implementing another email tool **Complete**
- 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. **Complete**
- Consider all staff quarterly inspirational meetings led by City Manager (in progress) **Complete**
- Explore city-wide use of salesforce or other customer management tool to segment audiences instead of using different databases for each audience **Explored, not financially advantageous and will not aid other departments at this time**
 - Explore use of Constant Contact or other email tool with customer database for use by communications division

Long-Term Recommendations

- Examine Events and Community Engagement reporting structure and possibly move into City Manager office / Communications division **Complete**
- 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 **Complete**
- Build in expectation of constant and consistent feedback loop on communications' effectiveness - monitor and report regularly **Complete**
- 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 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 **Complete**
- Consider sale of Northglenn branded merchandise at city events **Complete**

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 city of 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, 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 still 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.

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:
 - oAn increased engagement in community events
 - oReduced number of resident complaints and increased council reporting of positive experiences
 - oIncreased block party trailer use
 - oMore spring cleanups
 - oIncreased social media presence/quality of content and consolidated content onto one outlet
 - oIncreased City presence in print
 - oIncreased resident volunteerism
 - oImproved reports of resident satisfaction in City responsiveness
 - oIncreased number of City events in different wards
 - oIncreased participation at ward meetings
- Goal Statement:** Increase real and perceived community safety, as indicated by:
 - oReduced crimes (stolen vehicles, violent crimes, drug crimes)
 - oReduced public perception of crime (tracked by the community survey)
 - oIncreased number of community watch groups
 - oIncreased visibility of officers in the street
 - oIncreased community outreach and education by the Police Department
 - oEffective code enforcement.
- Goal Statement:** Increase the quality and diversity of employment, as indicated by:
 - oIncreased sales tax revenue
 - oLow vacancy rates
 - oIncreased wealth
 - oIncreased percentage of the workforce that lives in Northglenn
 - oIncreased number of niche/destination businesses
- Goal Statement:** Maintain and celebrate our diverse community.
- Goal Statement:** Increase fiscal and environmental sustainability, as indicated by:
 - oReturn on investment
 - oReduced greenhouse gas emissions
 - oReduced energy use (residential, city infrastructure, and business)
 - oReduced water use (both indoor and outdoor)
 - oIncreased trash diversion
 - oIncreased composting
 - oIncreased number of vehicle charging stations
- Goal Statement:** Improve Northglenn's infrastructure, as indicated by:
 - oIncreased number of projects and upgrades to the City's roads, sidewalks, buildings, and utility infrastructure
 - oImproved traffic calming infrastructure
 - oProcurement of water rights
 - oImplementation 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 and 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 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 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:
 - o Examine desired outcomes, resources, timelines and audience(s)
 - o Determine roles and responsibilities
 - o 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
 - o Write plan
- 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
 - o Build database for annual / repeating needs
- Create Standard Operating Procedures for all processes and procedures
- Create press kit for ease of distribution
 - o Print version
 - o Digital version
- Develop professional relationships with media and determine interests of specific reporters
 - o In person
 - o Digital
- Create and distribute media advisories
 - o Events with specific reporter in mind
 - o 50th Anniversary activities and events
- Create and distribute press releases
 - o Monthly events calendar
 - o Monthly CIP project update - TBD
 - o Other active PR support
- Targeted advertising placement
 - o Promote 50th Anniversary events and activities
 - Denver Metro Relocation Guide
 - Metro North Chamber Printed Guide
 - Sentinel
 - Others to consider:
 - ACED directory
 - Metro North Chamber
 - Denver Hispanic Chamber
 - o Determine advertising calendar for 2020 in September 2019
- Utilize Connection to its highest and best use
 - o Analyze need to expand size based upon resident survey responses
- Develop original video programming for Channel 8, You Tube and social media

- Social Media
 - o Create a shared calendar to map out all planned social media efforts across all channels
 - o Assess current state of all social media channels across the city to determine continuation or envelopment in other channels
 - o Train non-communications division employees on best practices
 - o Monitor all channels on a bi-weekly basis and report to City Manager
- Video o How stuff works videos for internal use / needs
- Website o Train non-communications division employees to update their pages within the brand guidelines and best practices
 - o 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
 - o Brand logo guidelines and graphic standards are known and understood
 - o All materials produced by the city should be approved by the communications division, either through use of templates or a known approval process
 - o Brand will be consistent on all printed materials

Tactics:

- Connection
 - o 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
 - o Start Boards and Commissions Spotlight monthly to share work and information about joining and getting involved
 - o Highlight unknown work flow or employees at city in each issue
- Develop original video programming for Channel 8, You Tube and social
- Social Media
 - o Assess current state of all social media channels across the city to determine continuation or envelopment in other channels
 - o Train non-communications division employees on best practices
 - o Monitor all channels on a bi-weekly basis and report to City Manager
- Website
 - o Train non-communications division employees to update their pages within the brand guidelines and best practices
 - o 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
- Consider revamping / re-instituting In The Loop staff email to compliment City Manager Report
- Furnish all employees with Northlenn 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 Press 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 dog and pony 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 o Boards and Commissions
 - o Volunteers
 - o Faith-based groups
 - o Winners of recognition and award programs
 - o 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 o Business Retention
 - o Business Recognition
- Annual Business Recognition breakfast
- Consider sale of Northglenn branded merchandise at events and at 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 with positive stories

Tactics:

- Community Events and Meetings
 - o Examine role and goals of Ward Meetings to determine if the approach could change
 - o Consider Ward engagement events in coordination with or in addition to summer concert series - community outreach events with entertainment and food
 - o Restart Civics 101
 - o Restart Coffee with the Mayor events
- Connection
 - o Start Boards and Commissions Spotlight monthly to share work and information about joining and getting involved
 - o Consider advertising by local businesses only
 - o Evaluate structure and content with a lens educating and empowering residents
- Engagement in 50th Anniversary events
 - o Periodic Brewing - 50th Anniversary Brew
 - o Explore 50% off 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
 - o Examine possibilities of bringing back city-wide monthly email
 - o Research email tool to allow for audience targeting
 - o 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 and businesses
- Develop signage program for CIP projects
 - o Demonstrate how money is spent
 - o Inform as to what is happening
- Promotional Activities and collateral for businesses / ED support
 - o Seek out national promotional opportunities in targeted publications and media outlets in cooperation with ED
 - o Work with ED to highlight ribbon cuttings and ground breakings for new businesses
- 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:

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

Tactics:

- Advertising for 50th Anniversary
- Media Outreach for 50th Anniversary events
- Proactive media outreach
 - o Get editorial schedules for regional publications
 - o Map outreach strategy to Colorado Municipalities and other similar publications to pitch people and programs
- Community Events
 - o Create a booth at all community events that shares the history of Northglenn and its accomplishments
- Connection
 - o Start Boards and Commissions Spotlight monthly to share work and information about joining and getting involved
 - o Consider advertising by local businesses only
- Engagement in 50th Anniversary events
 - o Periodic Brewing - 50th Anniversary Brew
 - o 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
 - o Convene social media group as a sub-group of CML PIO list serve (Summer Nettles)
 - o Chief May - support him working with Alliance for Innovation and seek out other research opportunities
 - o Submit for awards
- Social Media
- Website
 - o Create a page on the website that shows past and present awards the city has won
 - o Improve ease of use of website and educate residents on finding information
- Create and distribute a welcome packet for new residents and businesses

- o Determine content based upon need
- o Utilize based upon goals
- Promotional giveaway items and collateral to expand brand recognition and community pride
 - o Free items for residents
 - o Items for staff - 50th Anniversary pins
 - o Items for businesses - "Proud to be Northglenn sticker"
 - o Items for council to distribute - notebooks, maps, etc.
 - o 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
 - o Interactive project map on website
 - o Police statistics and information
- Print publications thoughtfully expanded
 - o Connection
 - o Insert in Connection
 - o Utility Bill Inserts
 - o 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
 - o 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

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

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

- o Identify and highlight those who live and work in Northglenn
- o 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

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

- o Residents participate in the reduction of greenhouse gas emissions
- o Reduced energy use (residential, city infrastructure, and business)
- o Reduced water use (both indoor and outdoor) by residents and businesses
- o Increased participation in conservation programs
- o Increased trash diversion
- o Increased participation in composting
- o Fewer complaints regarding traffic calming
- o 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 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 mailed, handed out, put on display or other similar use.

Existing

oConnection Monthly 8-page publication sent to all households and businesses in the city

oExtra copies are printed and kept at city facilities for distribution

oPosted on city website

oCurrently the primary communication tool for the city

Full city distribution

Target Audience - all residents and businesses

There is desire to expand Connection

oStaple communications from city to all residents

oContent is consistent

oRecommendations 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 additional 4 -8 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

oThrough 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, art and planning

•Direct Mail Post Cards

oCurrently used for announcement of Ward meetings, council vacancy

oConsistent 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
- Trash Truck signage
- Northglenn Arts Program
- Counter displays
- City Budget and Comprehensive Annual Financial Reports

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
 - oCalendar
 - oDepartment pages
 - oBids
 - oNews
 - oUpdates
 - oInteractive 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 businesses
 - oBest Buy - West side of I-25, just south of 104th Ave.
 - oMarketplace- West side of I-25, between pedestrian bridge and 104th Ave.
 - oBoondocks - on Boondocks property, east side of I-25
 - oNorthglenn ARTS - East side of I-25, just south of 120th Ave, on off-ramp on city property
- E-Newsletters – targeted
 - oCity (sign up online) - not active
 - oConnection Alert (not being used)
 - oSenior Newsletter
 - oRecreation Newsletter
 - oArts Newsletter
 - oEconomic 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
- 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

Appendix B – 2021 Current State

The six-person C&E team managed or supported a wide variety of city services and endeavors including:

Northglenn Connection - monthly mailer to all Northglenn Addresses (8-12 full color tabloid size pages); manage and edit content, write content as needed, graphic design, and coordinate print and mail.

Website – www.northglenn.org functions as an overview of the city, reference for current services/efforts/community news; C&E are main editors though other department employees encouraged/trained to update department/program pages. Manage content, update, and ensure accessibility.

Social media – manage and post content on Facebook, Instagram, Twitter and Nextdoor city main pages; coordinate with other staff on numerous other social media pages.

Monthly e-newsletter – develop, distribute, and promote subscriptions.

Channel 8 – manage content, coordinate with IT and contractor to upload Council meetings.

City Manager Report – bi-weekly newsletter for Council and employees.

News Releases – write and distribute as needed.

Video – City Council meetings, Mayor’s Monthly Minute, Employee Highlights, Ward Tour, and special subjects as needed (Police recruitment video, snow removal, construction virtual tour, etc.).

Monthly Calendar – sent in news release format to local media and employees as reference tool and to promote participation. Suspended with COVID-19 since programs are constantly changing, many were cancelled, and program capacity was limited.

Events in 2019 included Food Truck Carnival (40,000 people, 86 food trucks), Derby Days (220 kids), July 4 Festival (15,000 people), Magic Fest (3,800 people), Pirate Fest (18,500 people, 72 vendors), and Noel Northglenn (850 people). Engagement team also supports Safe Street Halloween and Arts programs as needed. Sponsorship raised \$46,444 (including trade of \$2,000).

Events on 2020 included 2 mask giveaways, 7 neighborhood Grab ‘N Go events, July 4 Cool Car Cruise, Magic Fest, Pirate Night, drive through Boo Block, two refurbished bike giveaways, and drive through Noel. All events ran at or very near capacity. Also coordinated contents and distribution of 4000 Summer Fun Goodie Bags and Santa Letter program (280 letters received, 262 replied to). Sponsorship sold: \$4,600.

Community Outreach/Volunteer Programs – In 2019 included Farmer’s Highline Canal Clean-up, Volunteer BBQ, Magnificent Tree, Neighborhood Beautification, ACMCYA (youth recognition), flowerbed volunteers, Park clean-up programs, Snow Stormers, refurbished bikes, holiday charitable giving. In 2020 some activities suspended, others shifted to small group or virtual, and distribution of 9000 Northglenn Hug signs and Good Neighbor Awards added.

City Council Packet – Communications Specialist edits for grammar, spelling and clarity each week.

Council Engagement – Mayor Mingle, Ward Meetings, Open Town Hall, Telephone Town Hall, “intro” cards, web bios, photos, event presence, and resident recognition programs (Magnificent Tree, Neighborhood Beautification, Good Neighbor Award) managed/supported by C&E.

Mailers – postcards for Boards/Commissions, ward meetings, new resident guide, urgent efforts (COVID-19).

Graphic design – flyers, postcards, banners, signs, digital materials and more designed for citywide endeavors and by department request.

Talking points/columns – developed for City Manager, Mayor, and other council members and employees for publications, speeches, presentations and more.

Special promotions – Reindeer Receipt Rewards program, Santa Letters, Hug signs, Vet signs, No Fireworks/increased fines, etc.

Internal communications – in addition to the CM Report, scheduled/promoted/and supported All Employee meetings and other activities (like the Ugly Sweater reception/contest), and coming soon – increased management of intranet after revamped to new platform.

Graphics, Style, and Writing standards - on NiC ([employee intranet](#))

New Efforts Since November 2019

Council Engagement plan – Mingle with the Mayor, Ward Meetings, online tool (Open Town Hall), Telephone Town Halls, Good Neighbor Awards

Implemented All Employee meetings 3-4 times per year (more during COVID-19)

Annual Report

Seasonal full-color events insert (designed, limited printed due to COVID-19)

Monthly E-Newsletter “Northglenn Now” started March 2020; 500 subscribers Jan 1, 2021

New Resident Guide developed and available on-line, in print, and mailed to new water customers quarterly

Developed and implemented promotion plans for: Census, Fireworks, Partners in Energy, No Need for Speed, Northglenn Underground, New Rec Center Construction, N Line opening, and more

Light pole banners replaced

Refresh of city look with black curve designs to coordinate with strategic plan

Connection sections tied to strategic plan including revised legislative recap/look ahead section

Promoted new Homelessness Task Force; Diversity Inclusion Social Equity Board; Community Co-Production Policing Advisory Board; and vacancies in various other boards, commissions and committees. Majority filled after promotion efforts

New Northglenn Gear clothing options

Restructured website main page in response to input from staff, council, and residents (less scrolling, shifted links). Conducted website editing training classes and recorded training for future use

Extensive COVID-19 communications to residents and employees

Adjusted events to “COVID-19” standards, often with short lead time. Food Truck Grab N’ Go, July 4 Cool Car Cruise, Summer Fun goodie bag distribution, National Night Out coordination with PD, N Line Opening, Pirate Night, Boo Block Halloween drive-thru, Refurbished Bike Giveaways, Drive-thru Noel Northglenn, Santa Letters and Xmas Crusade with PD.

Appendix C – Performance Measurement Data Baselines

Social Media

Oct 1, 2019

FB: 4300, Twitter: 3440 , Instagram: 759

Jan 1, 2020

FB: 4492, Twitter: 3523, Instagram: 885

Dec 1, 2020

FB: 5072, Twitter: 3773, Instagram: 1242

March 2023

FB: 7932, Twitter: 4312, Instagram: 1779

Changes from 10/1/19 to 10/1/20

Facebook impressions up 17.9%, Engagement up 5.1%, Post link clicks up 92.4%, fans up 18.26%, published posts up 30.6%, published videos up 69.6%

Twitter impressions up 124%, Engagements up 271%, Post link clicks up 372%, followers up 10%, published posts up 145%

Instagram impressions up 55.3%, Engagements up 46.7%, Profile actions up 528%, Followers up 67.61%, published posts & stories up 59.2%

Feb. 1, 2022 compared to Feb. 1, 2023:

Facebook impressions up 29.4%, Engagement up 52.2%, Post link clicks up 4.5%, fans up 27.5%, published posts down 1.8%, published videos up 6.4%

Twitter impressions down 44.2%, Engagement down 26.2%, post link clicks down by 31.9%, followers up 3.9%, published posts down 19.2% (note: due to decline of platform, Twitter is not the social media priority)

Instagram impressions down 8.6%, Engagement down 42.7%, profile actions down 58.8%, Followers up 12.4%, published posts down 5.9% (though published videos up 18.9%)

(Source: Sprout Social)

Website

Pageviews/users 2019:

Jan-Mar 152,476/42,648

April-June 193,641/54,764

July-Sept 190,294/62,675

Oct-Dec 150,448/47,229

Pageviews/users 2020:

Jan-Mar 143,548/49,402

April-June 184,285/55,624

July-Sept24 179,996/54,997

Future measurement: Focus Group

Pageviews/users 2021:

Jan-Mar 154,642/57,449

April-June 223,604/78,727

July-Sept 227,019/78,373

Oct-Dec 189,810/64,364

Pageviews/users 2022:

Jan-Mar 182,624/57,516

April-June 225,704/72,414

July-Sept 215,419/72,064

Oct-Dec 160,736/56,067

Events/Outreach

From page 12 of 2019 resident survey: The characteristics receiving the most positive reviews included ...opportunities to participate in social events and activities (64%)...

2021 resident survey, page 2: Of the 28 community characteristics evaluated by those completing the survey, ratings for most remained stable from 2019 to 2021. However, five characteristics saw significant increases (recreational opportunities, opportunities to volunteer, opportunities to participate in civic matters, the availability of preventive health services and the availability of affordable quality child care) and ratings for four characteristics decreased (cleanliness of Northglenn, sense of community, overall image or reputation of Northglenn and air quality).

Cumulative of all events: reach 85% of capacity annually

Social media pages of large events increase by 10% annually

Diversity/Inclusion efforts increased each year (may be marketing tactics, invitation of diverse groups to perform or volunteer, event is intended to be of interest to diverse audience, etc.)

Information Sources

Survey respondents evaluated a list of 13 information sources about the City of Northglenn and were asked how often, if ever, they utilized each in the past 12 months. Residents were most likely to have used the City monthly “Connection” newsletter (79% at least once), word of mouth (73%), the Parks and Recreation Activity Guide (66%), the City website (60%) or television news (53%). About 2 in 10 residents or fewer reported using Cable TV Channel 8, Denver Post YourHub, or the Access Northglenn app.

Figure 26: Sources of City Information, 2019

In the last 12 months, about how many times, if ever, have you or other household members used the following sources of information for news about Northglenn?

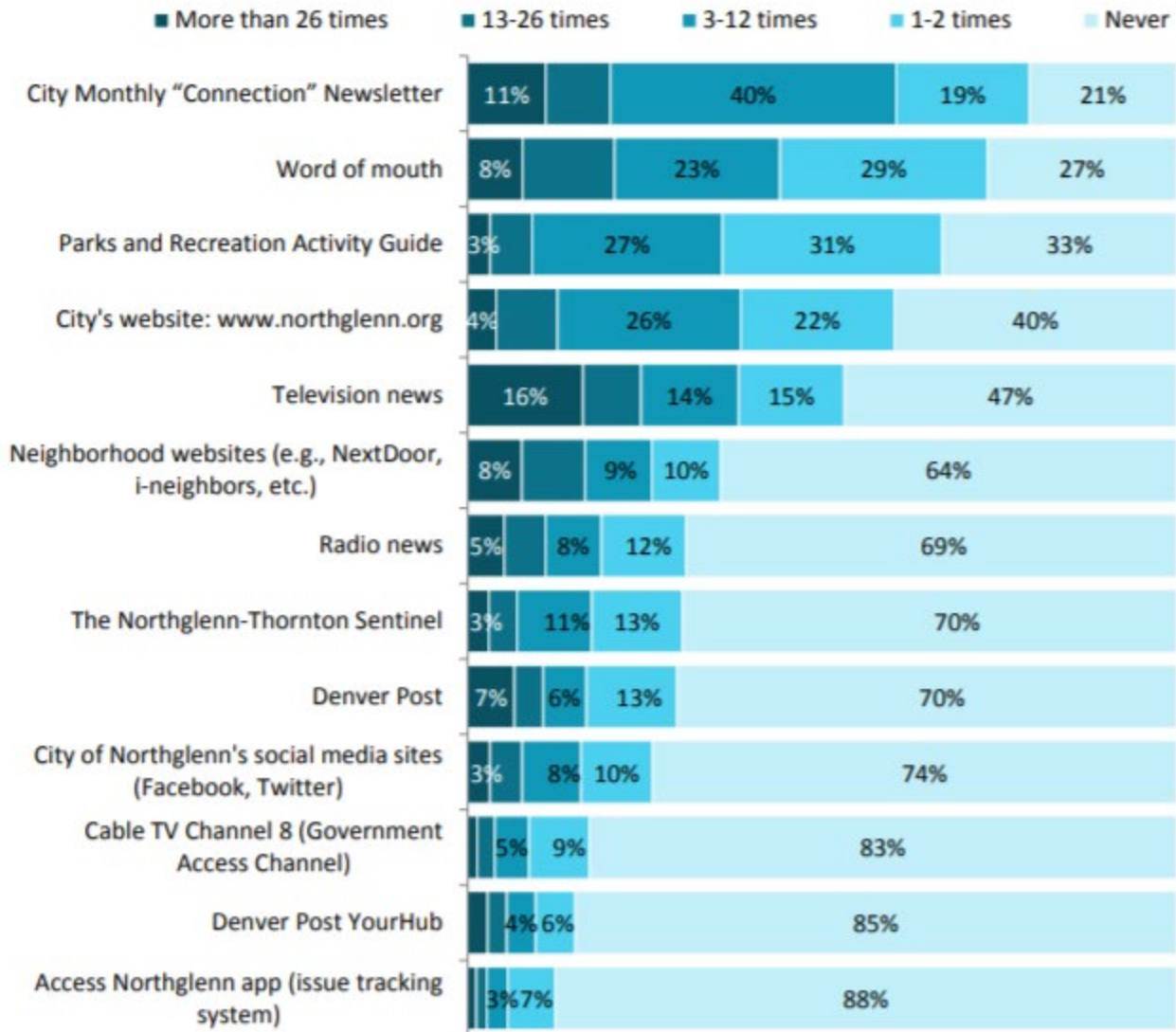
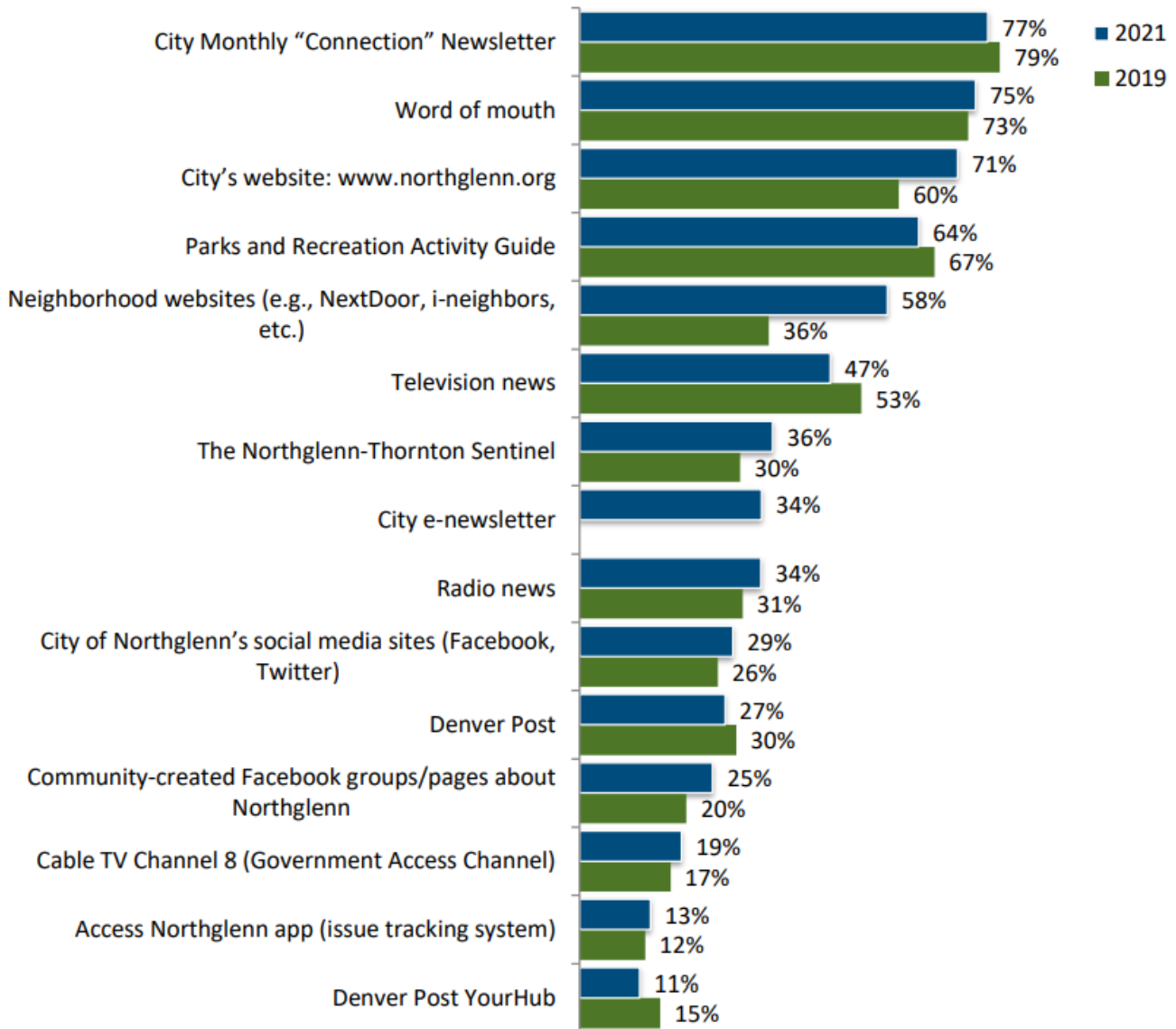


Figure 26: Sources of City Information by Year

In the last 12 months, about how many times, if ever, have you or other household members used the following sources of information for news about Northglenn?



Percent at least once

Appendix C

2023 – Communications & Engagement Dept. Work Overview

Always ask the “why?” How are we supporting the Strategic Plan and Vision, Mission & Values?

On-going or Annual, we are the lead			New in 2022	Support/Partner
Comms	Outreach	Events		
Connection	AdCo Youth Awards	Derby Day (incl. bike giveaway)	City Hall Groundbreaking; new opening and old closing	PRC – comms for programs, events, performances, activity guide
Social Media	FHCC	Food Truck Carnival	State of the City	PD – staff support for NNO, SSH, Christmas Crusade, PIO backup
City Manager Report	Snow Stormers	Neighborhood Nights (5), incl. State of the City in July	120 th construction comms	PW – PW week, landfill/trash/recycle, projects, H2O conservation
Web Updates	Flower Bed volunteers	PRIDE	Speed enforcement awareness	EcoDevo/NURA – Recognition event, annual reports, business promo
E-news	Parks/Trails Partners	July 4	Monument Signage	Planning – Looking Up, Dumpster Days, Block Party Trailer, PiE, Sustainability
Chan. 8/Video (incl. MMM)	Bench/Tree Memorials	Dancing Thru the Decades	City Election	HR – Employee recognition, events, info, training
Monthly Calendar	Bike refurbish & Bike Guys	Pirate Fest		CM – all employee meetings, media, Strategic Plan, VMV
Event Calendar (annual, 3x a year)	Bike Rodeos	Noel	Ideas	Mayor/Council meetings and comms
Year in Review	Bike Giveaways		Texting platform	Boards & Commissions comms
Good Neighbor	NNBP		Website revamp/RFP	Community – Olde Fashion Christmas, Pow Wow
New Resident Guide	Community Service requests		Crisis planning – city plan update/comms plan	No Fireworks
Council Packet Edit/Review	9/11 Day of Service		Budget video	No Need for Speed
All Comms Mtgs (internal)	Volunteer BBQ		Equity plan, Accessibility	Road Report
Activity Guide pages	Donation bins		NG Gear revamp	North Area Comms meetings
NiC			Light pole banner refresh	Employee Committees
Branding			Award applications	Graphic design as needed
I-25 Digital Signage				