

Background and Purpose

In 2018, the City received the findings of a communications audit and recommended Strategic Communications Plan from Truscott Rossman – a Michigan-based Public Affairs and Communications firm. These recommendations became the initial roadmap for improving the City’s communications efforts.

Prior to this time, there was no department overseeing communications. This resulted in a persistent lack of coordinated investments in communications efforts. While the City began implementation of the 2018 plan, changes in City Management, combined with the development of the City Strategic Plan, impacted full implementation. Additionally, turnover of key communications personnel, the COVID-19 Pandemic, civil unrest in the summer of 2020, and on-going economic uncertainty further slowed progress. Nonetheless, the City has accomplished the vast majority of key recommendations outlined in the 2018 plan.

Structurally, the City elevated communications from an administrative office to a **standalone Communications Department under a Communications Director** in 2020. The City’s Cable Office, Website, and Graphic Designer were all consolidated within this new department and existing Communications Office staff were redesignated to focus on traditional, digital, and earned media opportunities.

Well before the civil unrest in 2020, the plan highlighted the need for **improved community-police**

relations. To assist the Grand Rapids Police Department with their on-going outreach and communications efforts, the Communications Department hired a public safety communications specialist who has been operationally embedded with GRPD since 2021. That position successfully navigated a series of high-profile issues over the initial 18 months and, as a result, the position was fully integrated into GRPD in FY24, making the department’s Public Information Officer a non-sworn employee for the first time.

The original 2018 Plan also called for a **consolidation of the City’s community engagement functions** under communications. As part of the Strategic Planning process, City Management determined the engagement function would reside in the newly created Office of Equity and Engagement. It is understood that communications and engagement are critically linked and, therefore, have worked collaboratively under the City’s Strategic Plan to **achieve the goals and objectives set out under the Engaged and Connected Community strategic priority.** The Director of the Office of Equity and Engagement departed the City in 2023 and City Management used this opportunity to reassess the relationship between the engagement function and the Communications Department. As part of that assessment, the Community Engagement Manager will now office with the Communications Department to test the potential benefits that more direct collaboration might achieve.

While the reorganization and consolidation of communications functions have only recently been completed, the Communications Department has already made significant operational accomplishments aligned with the 2018 recommendations. The Director of Communications has established an internal Community of Practice (COP) to help coordinate and align City-wide communications operations. The Director has also made a concerted effort to be available and visible to residents, community leaders, and the media.

An updated Media Relations policy was adopted in January 2019 and the Media Relations manager has



established standardized practices for media releases and advisories. To ensure the widest possible dissemination, we continue to share all media releases with key community partners and have been strategic with what we release to increase visibility of timely, important, and critical information. The Media Relations Manager has also overseen the redesign of our bi-weekly digital newsletter – GR Connected – which serves as a key method for directly reaching our community.

The Cable and Video team has increased resident access to meetings available for streaming. In addition to airing on our Cable channel, we now live stream – on the City’s Facebook and YouTube channels – all Commission Committees and Meetings, Planning Commission, Economic Development Planning Team, Civilian Appeals Board, and Public Safety Committee. While meeting lengths shift based on agendas, this accounts for roughly 60 hours a month of live streaming access on average. The team also ensures all Committee of the Whole and Commission Meetings include Spanish interpretation in real time on a dedicated YouTube channel.

When taken collectively, the above accomplishments account for nearly all the specific recommendations made in the 2018 report. There remain, however, opportunities that have arisen over the last several years of progress. Therefore, now is the time to build a new Strategic Communications Plan to guide the future success and development of the City’s communications efforts.

Goals and Objectives

The overarching goal of the Communications Department is outlined in the Engaged and Connected Community priority of the City's Strategic Plan –

Residents and stakeholders have awareness of, and voice in, decisions that affect them and receive culturally responsive and proactive communication.

Successfully achieving this goal will result in increased trust between the City and the community we serve; establish a shared vision for our city; grow community ownership of city initiatives, priorities, and programs; and advance economic and social equity across the community.

Additionally, effective communications will help grow Grand Rapids' image and brand beyond the West Michigan region.

Audiences

The primary audience for City communications are residents and stakeholders throughout our community. This includes private sector, non-profit, and public-sector organizations as well as community leaders. Additionally, the Communications Department understands

there are key secondary audiences that also deserve consideration and support. These secondary audiences include but are not limited to: City employees, visitors, non-local businesses, and other governmental entities and elected representatives.

Messengers

Whether through day-to-day service delivery, interactions with residents, conducting interviews in the media, or appearing at community engagement events; every City employee is a de-facto spokesperson for the organization. Recognizing this, all City representatives should be provided with the basic tools and skills necessary to navigate these situations as appropriate.

The Communications Department will be responsible for advising on communications best practices as well as developing and delivering training to key personnel and elected officials on Media engagement. The Department is also available to assist in production of any communications products or collateral intended for dissemination to the public. This may include, but is not limited to, writing, proofreading, graphic layout/design, and digital delivery.

Generally speaking, all directors and assistant directors are expected to serve as spokespersons for their respective departments and areas of expertise. Directors may delegate spokesperson responsibilities to relevant subject matter experts (SMEs) as needed.

Functions & Staffing

The Department consists of seven primary sections that manage or oversee the department's foundational functions:

1. Director

The Director is responsible for coordination and development of organizational communications strategies, administration of day-to-day communications activities, development and delivery of communications training, advisement of Executives and City Elected Leadership on all matters related to communications, and the planning and budgeting necessary to accomplish communications objectives at the direction of City Management.

2. Media Relations

The media relations section consists of one employee who is responsible for all non-public safety media interactions. Additionally, the media relations manager serves as the producer of the City's digital newsletters and coordinates content with Parks, Library, and Grand Rapids Public Schools (GRPS) for We Are GR – a quarterly newspaper that goes to every mailing address in the city.

3. Community Engagement

The Community Engagement Manager is responsible for developing and executing a community engagement framework that includes values, guidelines, and wise practices for how City staff collaborate with each other and external partners. The Community Engagement Manager serves as a resource for City Staff as they develop relationships with community partners, implement engagement efforts, and enact components of the community engagement framework.

4. Marketing and Promotion

The Strategic Marketing Specialist is responsible for working with departments and appropriate stakeholders to promote and market key programs and services, and to develop and execute educational campaigns.

5. Cable and Video

The cable office consists of two employees who manage the streaming and televising of meetings, press conferences, and other select events while also managing the City's cable television channel. The team creates a variety of content – including Spanish language programming – for use on the cable channel, online, and on

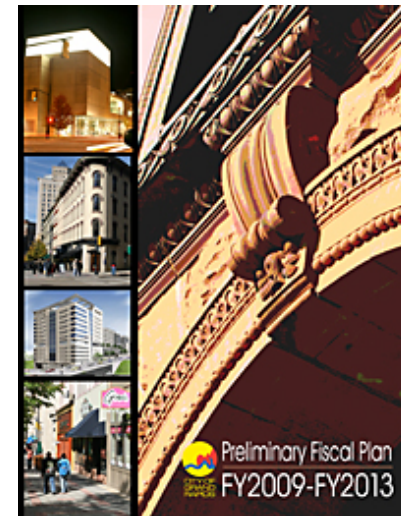
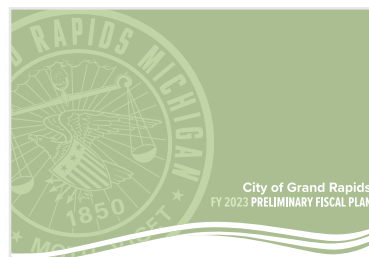
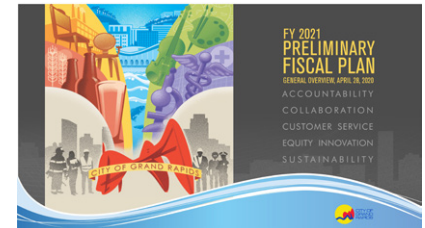
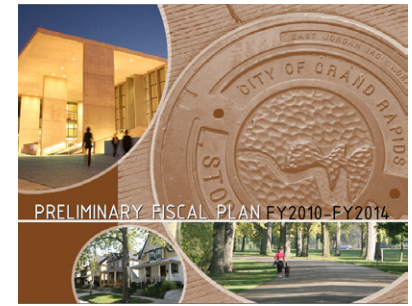
the City’s social media networks. Additionally, they provide video and audio production support to City departments in support of various initiatives.

6. Graphics

The City’s Senior Graphics Illustrator, previously located in the Planning and Development Department, was functionally relocated to the Communications Department. This position supports the organization through design and layout of visual information products while also developing and administering the City’s brand and logo guidelines.

7. Digital Content Administrator

The Digital Content Administrator is responsible for administering the City’s website, social media, and other internal digital communications tools as applicable. They train and assist departments on developing and managing web content, lead the City’s Social Media Committee, and advise on best practices in digital communications.



Discussion of Gaps, Opportunities and Recommendations

Marketing and Advertising

While the City is active and successful in using “earned” media via press releases and social media, we still consistently hear from the community that there is so much they don’t know or weren’t aware of – especially as it pertains to key initiatives or services.

Historically, program and project marketing in GR has fallen on the individual departments to plan and execute. Some departments are doing an excellent job of this – Parks, Mobile GR, Economic Development, Treasurer – while others are doing the work with varying degrees of success depending on the program or initiative. Some do little if any proactive marketing or advertising.

The departments that are doing it well tend to have dedicated staff or spend significant amounts of money on contracts with external firms. Even then, those activities often happen in silos and lack coordination with supporting departments or programs, which results in missed opportunities. Being able to market and advertise directly to our community will increase awareness (and utilization) of key programs and projects, thereby improving satisfaction with City services and quality of life for our residents and visitors.

With the FY24 budget, City Management approved the creation of a Strategic Marketing Communications Specialist along with supportive funds to carry out marketing campaigns.

These resources will be used to accomplish the following:

1. Hire a strategic marketing communications specialist to coordinate and manage integrated marketing communications, content development, and overall communications coordination.
2. Develop a Marketing Communication program to guide the organization’s promotion and marketing efforts.
3. Develop guidelines and processes to ensure resources are appropriately budgeted and used for development of collateral, advertising buys, direct mailers, and other standard marketing tactics and techniques.

Community Engagement

Communications and Community Engagement are intertwined at both a functional and philosophical level. The Office of Equity and Engagement and the Communications Department have worked collaboratively to execute the Engaged and Connected priority in the City’s Strategic Plan. Early in 2023, the Office of Equity and Engagement hired the City’s first full-time Community Engagement Manager who immediately



began work to develop an Engagement Framework for the organization. That position was recently moved into the Communications Department to assess what possible benefits may result from having Communications and Community Engagement staff collaborating more directly.

The integration of Communications and Community Engagement provides for some unique opportunities. We believe the following recommendations can improve and strengthen the organization's community engagement efforts:

1. Complete and implement the CE Framework to ensure consistency across the City.
2. Standardize the cadence for soliciting, receiving, and reporting out on formal resident feedback – beginning with the National Community Survey – to ensure decision makers have access to relevant and useful information from which to develop plans, policies, and priorities.

3. Create an internal CE Community of Practice to keep staff engaged in CE across the organization, and stay up to date on best practices, new policies, or potential opportunities for collaboration.
4. Develop and deliver Community Engagement training. While this will be needed as a step in the CE Framework implementation, it should be an on-going process for City staff. Additional public-facing training may also be developed as a way to help residents and stakeholders understand how best to communicate and interact with the City as an organization.
5. Formally move the Community Engagement Manager position to the Communications Department. Should City Management's assessment of the physical relocation of the CE Manager yield positive results, appropriate consideration should be given to moving the position permanently and having the position report to the Director of Communications.

Internal Communications

Currently, internal communications are handled ad-hoc depending on what information is being communicated and who is conveying the message. The primary channel used is email with some information being posted in common work areas on traditional bulletin boards. Human Resources is the most consistent source of updates, with information regarding benefits, profes-

sional development, safety, and wellness. Even in those cases, delivery is inconsistent, as the various notices and newsletters are sent individually and from the email account of the person responsible. Notices, announcements, and messages from the City Manager go out via email to “all users”, while facilities management personnel will often communicate to individuals at specific work sites regarding activities that may impact their work environment via email distribution lists. Even with this, there remains a wide array of information that is not regularly communicated: awards received, promotions, hirings, departures, ACE recognition, etc. Additionally, general employee messages concerning our values, ethics, security, sustainability, equity, and other key areas of focus lack a solid method for distribution to and reinforcement with the workforce.

The City does have a tool – Digital Workplace – that could serve as an online portal and bulletin board but development and implementation of that site has been slowed by staff turnover, competing priorities, and lack of a project champion empowered to drive the program forward.

The following are recommendations for improving internal communications:

1. Partner with the Human Resources Department to develop an internal communication program.
2. Survey employees to determine how they prefer to be engaged, at what frequency and with what information.

3. Resource and formalize Digital Workplace to speed development and adoption. This may require contract or part-time assistance in the short term in addition to requiring departmental ownership of their respective content.
4. Consider unifying existing employee communications into a “digest” or “digital newsletter.” Such a publication – produced monthly – could be emailed, posted on Digital Workplace, and printed for posting in workspaces where employees do not have regular access to computers.
5. Explore creating an internal communications coordinator position – either in HR or Communications – to design and implement an internal communications plan. Internal Communications is widely considered a sub-specialty of the communications field with unique techniques and challenges. The organization could benefit from having someone focused on providing the highest quality service available.

Brand Guidelines

People often use “logo” and “brand” interchangeably but, while a strong and established logo is important, a brand is much more than a simple graphic. A solid visual brand identity should reflect and represent the qualities, goals, mission, and values of the organization in the minds of the customers. For instance, when you

see the Nike swoosh, you associate that with not just the logo but with fitness and fashion.

The visual aspects of their brand – from colors to fonts to logos – serve as a visual cue to the mind of the consumer. The City’s current logo – commonly referred to as the “Calder” logo – has a strong history in Grand Rapids and serves as an anchor to the organization’s identity. Over the years, however, a lack of central management has led to a fractured visual look and style with some departments using their own individually designed logos, non-standard fonts, and color palettes. This lack of a coherent brand limits recognition as part of the larger City organization at best and creates confusion among residents and visitors as to what entities and departments are officially functioning on their behalf.

The following are recommendations for improving the City’s brand:

1. Establish the Communications Department as the owner of the City’s brand on behalf of the City Manager.
2. Integrate the City’s Communications Office at the onset of project planning that requires design and visual style elements and/or deviation from existing standards and guidelines. For example – an information campaign to increase resident awareness concerning lead in homes might benefit from a unique and distinct visual look but that decision should

be made in conjunction with the Communications Department at the outset.

3. Develop and implement a formal visual branding and style guide. Visual style guides are widely used across organizations to ensure continuity and reinforce the visual cues for our residents and customers. This guide would establish, at a minimum, all visual elements – fonts, logos, color palettes, document templates, etc. - for use across the organization.
4. Audit non-standard and unique logos across the city and retire those that do not meet the City’s goals for a unified brand. Understanding there may be exceptions where a unique visual appearance might be preferred, the Communications Department will work to align all departments into a unified brand.
5. Increase capacity of the City’s graphics section. Currently, the City’s Senior Graphic Illustrator serves as the only internal dedicated resource for all City graphic and design needs. The amount of work for this position has grown beyond current capacity. While the FY24 budget provided some funding for part-time temporary assistance, the City should explore adding additional full-time capacity to provide stability and succession planning while creating space for oversight of the City’s brand.



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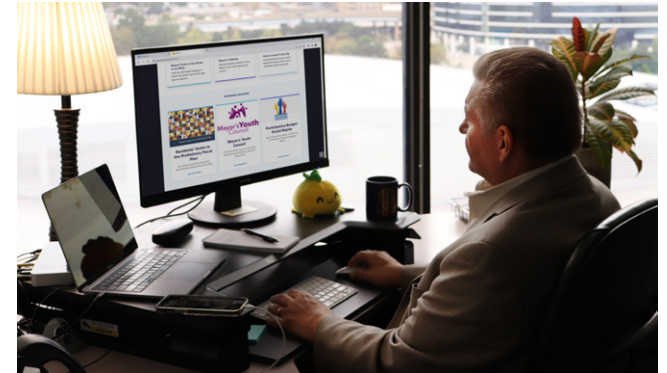
Media Relations

Most surveyed residents in Grand Rapids indicate that they receive most of their information about the City from traditional print (hardcopy and/or digital) and broadcast media. As such, the Communications Department has invested considerable time and energy to further develop and enhance an already successful media relations operation. As the function has evolved, there remain areas of focus which would further improve performance.



1. Update and clarify policies around media interactions. Currently there are two policies that govern employee interactions with the media. While these generally reflect our current practices, there are aspects that are outdated and no longer applicable. These policies should be consolidated and rewritten to provide better clarity to staff on appropriate interactions.

2. Develop and implement training across the organization. Media training for Senior Leadership has been developed and is available on demand. This training should be required for all executive leadership and additional courses should be developed for other employee categories. The Director of Communications will work with the Training and Organizational Development Manager to facilitate the creation and delivery of appropriate training.

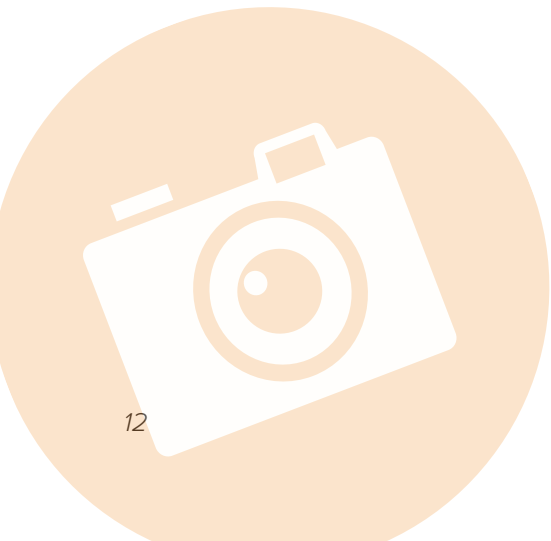


3. Maintain professional relationships with reporters, news directors, and other media. This includes understanding the working dynamics of different outlets and stations while conducting proactive outreach with senior media leaders to anticipate needs and manage concerns on a regularly scheduled basis.

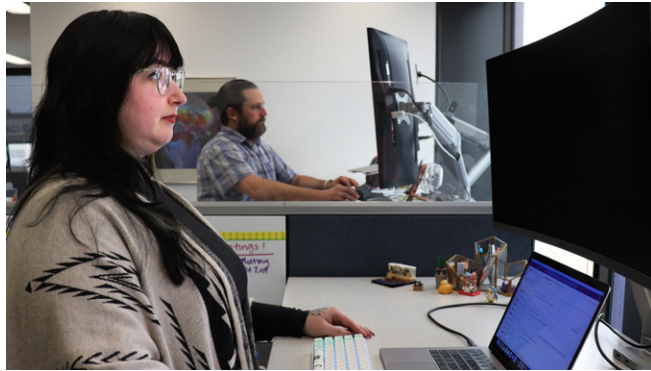
Social Media

As the Internet has continued to evolve, the role of social media has grown in importance while also becoming more complex. Indeed, the complexity and number of competing platforms have given rise to an entire sub-specialty in the communications industry.

The Communications Department has developed and implemented a Social Media policy, established a



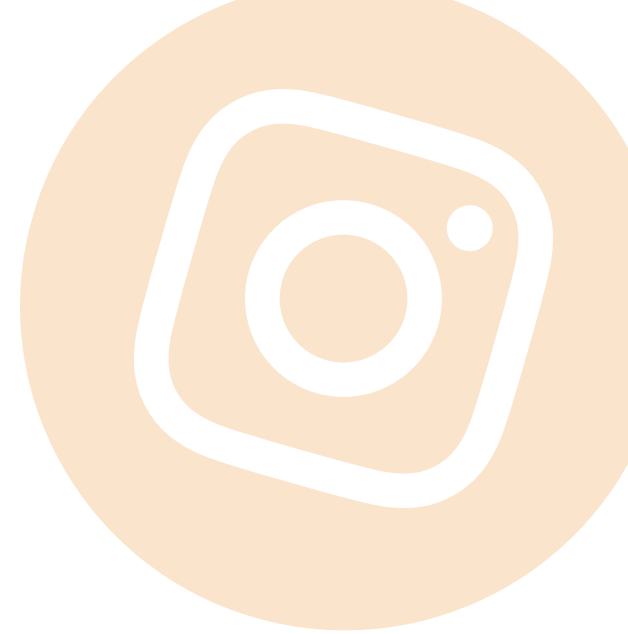
Social Media committee comprised of individuals across the organization responsible for various high-profile accounts, and formalized the relationship between department social media accounts and the City’s topline social media presence.



The FY24 budget provided funds for a part-time temporary employee to assist in growing and managing this program. In addition to managing the day-to-day interactions on social media properties, this position should support the Digital Content Administrator and Director of Communications in accomplishing the following:

1. Engagement and monitoring – Monitor comments and engage with social media users on behalf of the organization. To help provide consistency and ensure application of best practices, the Department will produce a moderation SOP, and create appropriate training.

2. Social Media Consultation – Assist and advise departments with approved social media properties on their effective use.
3. Metrics and measurement – The department will develop a measurement program to gauge effectiveness of our Social Media programs. While it will focus initially on our topline properties, this program should eventually expand to department social media as well.
4. While the FY24 budget provided some funding for part-time temporary assistance, the City should explore adding additional full-time capacity to provide stability, succession planning, and expertise. In the past 20 years, social media has become increasingly complex and matured into a communications specialty on par with news writing and video production. At the same time, it has disrupted much of the traditional information delivery channels and increasingly become residents’ “go-to” source of information.





Website

In the digital age, having a robust, useful, customer facing online presence is a necessity. The City’s current website was implemented in the twenty-teens and transferred to the Communications Department in 2021.

In less than a decade, the website has been overseen by no less than four different employees across three departments. This turnover, combined with the varying skill sets of those individuals, has resulted in a web presence that – while functional – is dated and somewhat antiquated.

When the current iteration of the website was implemented, the focus was on a digital service delivery model that prioritized providing our residents quick and easy access to city services and programs. This strategy – commonly referred to as a “digital city hall” – is considered a best practice for municipal websites but as time has gone on, the site has become bloated and difficult to navigate.

The following recommendations would serve to modernize the City’s website while also reducing the impact of individual turnover on the site’s management.

1. Update governance framework – At present, policies or procedures that govern the organization’s use of the technology are not as robust as they should be. Content management on the site is decentralized with each

department being responsible for the information they place on the site. Updating the governance framework would create consistency and direction. At minimum, this framework would address:

- The website’s role as the anchor for all public-facing digital properties
- Content creation and management
- Style and function standards to include accessibility compliance
- Content review and auditing standards

2. Redesign – The current implementation of the site is dated and does not take full advantage of the available technology and capabilities of the platform. Additionally, the site’s visual design does not fully align with the direction the organization is heading from a branding perspective. Emphasis should be put on a redesign – both functionally and visually – to ensure our site remains useful and intuitive to our residents and visitors. While much of the work is possible internally, there may be the need for additional resources to support the Communications Department in this endeavor.



Video

Over the last two years, the Cable and Video section has continued to increase its capability and support to overall City operations. Coming out of the pandemic, they shifted focus and applied lessons learned to continue airing key City board and commission meetings via widely used streaming platforms. Additionally, they've ensured consistent support to the broader organization – both through consultation and direct production – while demand has grown. The team currently streams as many as 60 or more hours of meetings each month. In addition to the City Commission's formal business meetings, the Department also streams meetings of the Planning Commission, Public Safety Committee, and Civilian Appeals Board. The team also streams select press conferences, trainings, and public engagement meetings.

The FY24 budget provided funds for a part-time temporary employee to increase capacity. Additionally, the team is augmented by the Community Media Center as needed on a contractual basis for event and meeting production services. This is sufficient for current operations but, as media consumption continues to shift more toward video platforms and video-centric social media channels, the demand for video production services will only increase.

Thanks to the availability of Public, Education, and Government (PEG) funds, the section has adequate access to equipment and hardware needed to operate



the City's cable channel. The PEG program, however, prevents those funds from being used for software and personnel.

The following recommendations would ensure the video section is able to meet the organization's needs in service to the broader community.

1. Continue to grow the family of meetings that are streamed. While most of the key meetings are already accessible via streams and recordings online, there are many more that are not. The team will continue to identify opportunities for Management's consideration as capacity allows.



2. Implement and integrate video features of the new agenda management system that will allow for indexing of meetings for playback.
3. Invest in off-site capabilities. As we've emerged from the pandemic, the desire to hold meetings and events in the community has returned. With the community now accustomed to accessing City events via cable broadcast, streaming, and recordings, the City should work to build and grow its capability to broadcast and/or stream from remote loca-

tions. This would include both the technical equipment needed for the actual broadcasting as well as logistic items such as carts, vehicles, and other non-broadcast technology that facilitates efficient setup and teardown.

4. Increase the organization's video production capability. While the team will remain the primary video production support to the City, certain legacy functions – such as recording internal briefings and trainings – are becoming difficult to support due to resource constraints. Empowering departments through training and loaning of equipment to facilitate their own internal video needs would alleviate the strain on the video section's capacity while ensuring the organization's needs are being met.
5. Increase language access. The Communications Department seeks to align all activities with the City's Language Access policy. There are several areas the video production team is currently exploring as it relates to accessibility and language access:
 - a. Spanish Language Translation and Interpretation – The City should explore expanding the number of meetings that receive real-time interpretation services in Spanish. Currently, only the Committee of the Whole and the formal City

Commission meeting are simulcast in Spanish on a standalone YouTube channel. Consideration should be given to including this for all standing meetings that are streamed.

- b. La Ciudad Habla – The team is working to reformat a new and improved version of the City’s Flagship Spanish language program.
- c. Promotion of Spanish language programming – Most of the Spanish language resources we provide are underutilized. The Department should make a concerted effort to increase viewership through targeted marketing and advertisements to our Spanish-speaking community.
- D. American Sign Language (ASL) - The team is in the early stages of determining the feasibility of incorporating ASL into our offerings.

- 6. Realign Facilities to better accommodate operations. For more information on this please see the section below on Department-wide facility needs. Specifically, consider the divestment of underutilized studio space at GRPD HQ and the build-out of a multi-use studio in City Hall.

General Department Support

Daily department administration is an identified gap and ranges from general admin support to coordinating special events and assisting with training and development planning and facilitation.

As the department continues to grow in both physical size and scope, the department’s needs have grown as well. Currently, we rely on a legacy agreement with the City Manager’s Office for administrative support, but our needs have begun to outpace that bandwidth, limiting effectiveness of communications support and diverting their attention from other duties.

As of FY24, the department will be authorized six FTEs while providing support for the Community Engagement Manager. Additionally, the department has up to three part-time temporary employees at any one time for a total of 10 employees. This is a substantial increase in personnel -- and the associated administrative support functions – than was originally envisioned in the agreement with the City Manager’s Office.

Consideration should be given to hiring a department administrative aide to help with the following responsibilities.

- Payroll – Currently the Department has 10 employees (7 FTE and 3 Temps) which could increase over time if other recommendations are implemented in the coming years.

Currently the Executive Office processes department payroll. Adding this position would both alleviate workload of the executive admins and give the Communications Department better oversight and visibility of the team's time and compensation.

- Finance - Similar to payroll, this would move direct control over monthly expenditures, invoices, and purchase card processing into our department. This would include contracts, subscriptions, reimbursements, travel & training, etc. Additionally, this person would assist the Director with budget management and development currently managed by the Assistant to the City Manager.
- Training & Development - One of the department's biggest operational gaps is internal training and development. This position would assist the Director with designing and executing training programs for department staff. Additionally, the Aide would track required trainings, enrollments, and completion for all department personnel.
- Administration - assist the department with all HR related functions to include evaluations, facilities/office management, department planning and performance tracking, and administer intern and temporary employees programs as needed.

- Special project assistance - assist department with special events (commission night out, special called meetings, community engagement preparation, non-communications specific requests, etc.)

Training

Internally, as the Communications Department was formed and positions from across the organization were consolidated, the training budget did not keep pace with personnel growth. The FY24 budget rectified this and provided funds to ensure Department employees will have access to relevant professional development opportunities.

External to the department, the organization has long been semi-centralized in their communications efforts with each department being primarily responsible for the development of content being distributed to the public. With few exceptions, this often results in communications being performed as an additional duty by personnel whose expertise may lay in other areas.

The Director of Communications has identified a number of training opportunities for non-communications personnel. As the organization relies primarily on semi-centralized communications, providing training

in these areas will create more consistent and professional products, while enhancing the employee's development and empowering them to produce more of their content and materials without relying on external resources.

The following recommendations will ensure our employees tasked with communicating with the public will be well trained and produce high-quality content to keep our community informed.

1. Working with the Human Resources Department, build individual training plans for each employee in the Communications Department. These plans should be balanced across professional skills and personal development.
2. Working with the City's Training and Organizational Development Manager, develop a series of professional skills trainings that can be offered throughout the organization. Potentially relevant trainings include:

- Media Interaction Training
- Multimedia Content Production fundamentals (how to capture good photos and videos)
- Branding and Style guide training to help employees understand and apply the standards established by the Communications Department
- Social Media Management

- Web Editing specific to our content management system
- Digital content strategy and writing for web and social
- Using digital forms for internal and external purpose

Facility needs

Understanding the City is conducting a long-range space use study; this section identifies known issues that should be captured and addressed in the study. Current officing is sufficient but not optimal. Both the cable office and graphics team require non-standard working spaces due to equipment use and storage requirements. At the same time, we lack enough dedicated spaces for current employees – including our temporary staff – to all be at City Hall simultaneously.

The Graphic artist is geographically dislocated from the rest of the communications team and the Cable Office lacks appropriate workstations for all team members. Additionally, both teams require production spaces or studios to achieve their work. The current solution for this is several hundred square feet at Grand Rapids Police Department Headquarters and a graphic design office at the Development Center at 1120 Monroe. This arrangement not only isolates the Sr. Graphic Illustrator from the rest of the team but also prevents the type of dynamic and spontaneous collaboration that regularly occurs with those in the creative professions.

Additionally, the space at GRPD HQ is rarely used, difficult to access, and drains the Department's resources.

The following recommendations would have the benefit of both consolidating operations and saving the Department money.

1. Close the studio at GRPD – This space is rarely used – both because it's difficult to access but also because broadcast equipment has gotten smaller and more efficient.
2. Move Cable headend to City Hall – Currently the City's connection to our cable carrier is in GRPD HQ. Management of the headend would be more efficient and easier to access if it was collocated with the Department's Cable Administrator at City Hall.
3. Move the Senior Graphic Illustrator to City Hall – As outlined above, the Graphic Illustrator has been geographically isolated from the team since being transferred to the Communications Department in FY22. With the growth of the department, space is now at a premium and there is no obvious officing available given the unique space needs of this position. As part of the space use study, consideration should be given to accommodating collocation of all the Department's employees.

4. Convert unused space at City Hall into a mini-studio – The area on the Monroe level of City Hall (formerly known as the Silver Star Café) is underutilized. By converting it into a mini studio/production suite, we can divest of the space at GRPD HQ with zero loss of functionality. Additionally, this space would be more accessible to the media and City leaders which would make it an ideal alternative to the Commission Chambers for things like press conferences, interviews, official photographs, and other multimedia production needs.



