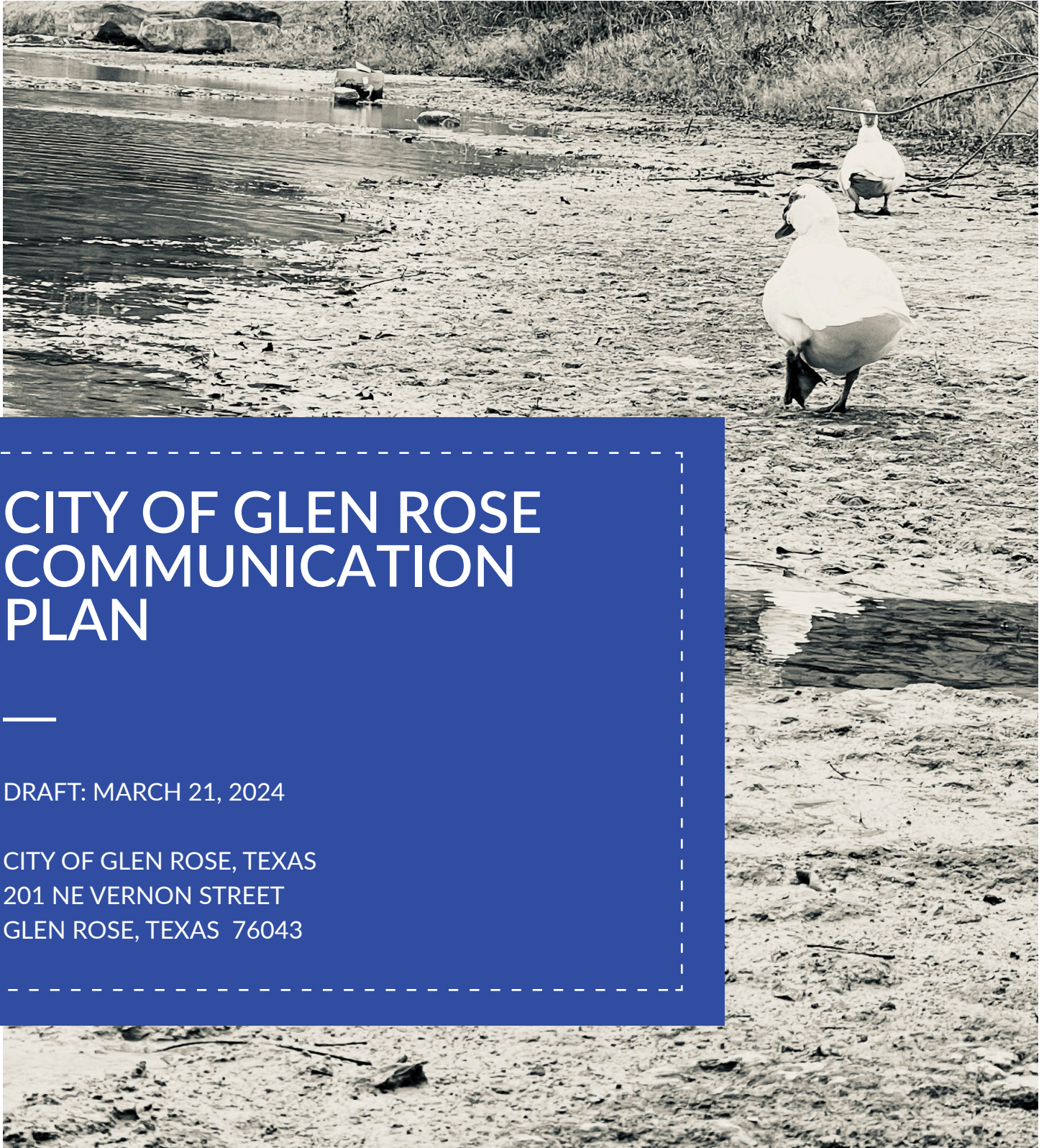




THE CITY OF

**GLEN ROSE**

TEXAS



# CITY OF GLEN ROSE COMMUNICATION PLAN

DRAFT: MARCH 21, 2024

CITY OF GLEN ROSE, TEXAS  
201 NE VERNON STREET  
GLEN ROSE, TEXAS 76043

A scenic view of a riverbank. On the right, a building with a stone base and white railing runs along a concrete walkway. A grassy slope descends to the left towards a calm river. The sky is a clear, bright blue. The water reflects the surrounding trees and sky.

*Excellent communication doesn't just happen naturally. It is a product of process, skill, climate, relationship and hard work.*

*-Pat McMillan*

# TABLE OF CONTENTS

<b>INTRODUCTION</b>	<b>4</b>
<b>PLANNING CONTEXT</b>	<b>5</b>
LOCATION	5
GOVERNANCE	6
PEOPLE OF GLEN ROSE	7
PRIOR PLANNING	8
FEEDBACK + SWOT ANALYSIS	9
<b>COMMUNICATION TYPES + METHODS</b>	<b>11</b>
COMMUNICATION OBJECTIVES	14
KEY GROUPS + AUDIENCES	15
GENERAL COMMUNICATION	16
CITY STAFF/INTERDEPARTMENTAL	18
BOARDS + COMMISSIONS	22
BRANDING + TOURISM	24
EMERGENCIES + URGENCIES	26
<b>COMMUNICATION INFRASTRUCTURE</b>	<b>28</b>
PLATFORMS + ASSETS	28
PRACTICES + POLICIES	29

PREPARED BY LJA

DRAFT: MARCH 21, 2024

# INTRODUCTION

Communication is one of the most fundamental components to both great relationships and also great government. The City of Glen Rose community members and leadership recognize this, and this Communication Plan is intended to be a formal, initial step toward structuring communications for the City. This Plan will create a strong foundation for communication and marketing activities through the proper channels for the City's diverse audiences-- from residents, visitors, public and private institutions, businesses, City Staff, and everyone in between.

This Plan is part of the City's effort to implement top priorities of the recently completed Comprehensive Plan, specifically Recommendation 2.B.15: *Create, adopt, and implement a Communications Plan*. During that planning process, there was frequent feedback from stakeholders and the public about the need for improved communication with residents and partner entities, especially the County. The same priority was also listed as a top 10, two-year goal within the City's Strategic Plan adopted in 2022.

This Plan focuses on a broad definition of communication, including communication infrastructure/access (broadband access, public wi-fi, cybersecurity, etc.), crisis communications, public engagement, and intergovernmental communications. Where applicable, this Plan also outlines best practices for engagement.



## PLAN STRUCTURE

The Communication Plan has three main sections as reflected below. Within Types + Methods, there are three sections in each topic: Purposes + Background, a Key Message to communicate, and Practices + Policies to implement in communication improvements. The Plan is not intended to cover every detail on each topic, but it is intended to cover the highlights and provide broad direction to result in meaningful operations.



PLANNING  
CONTEXT

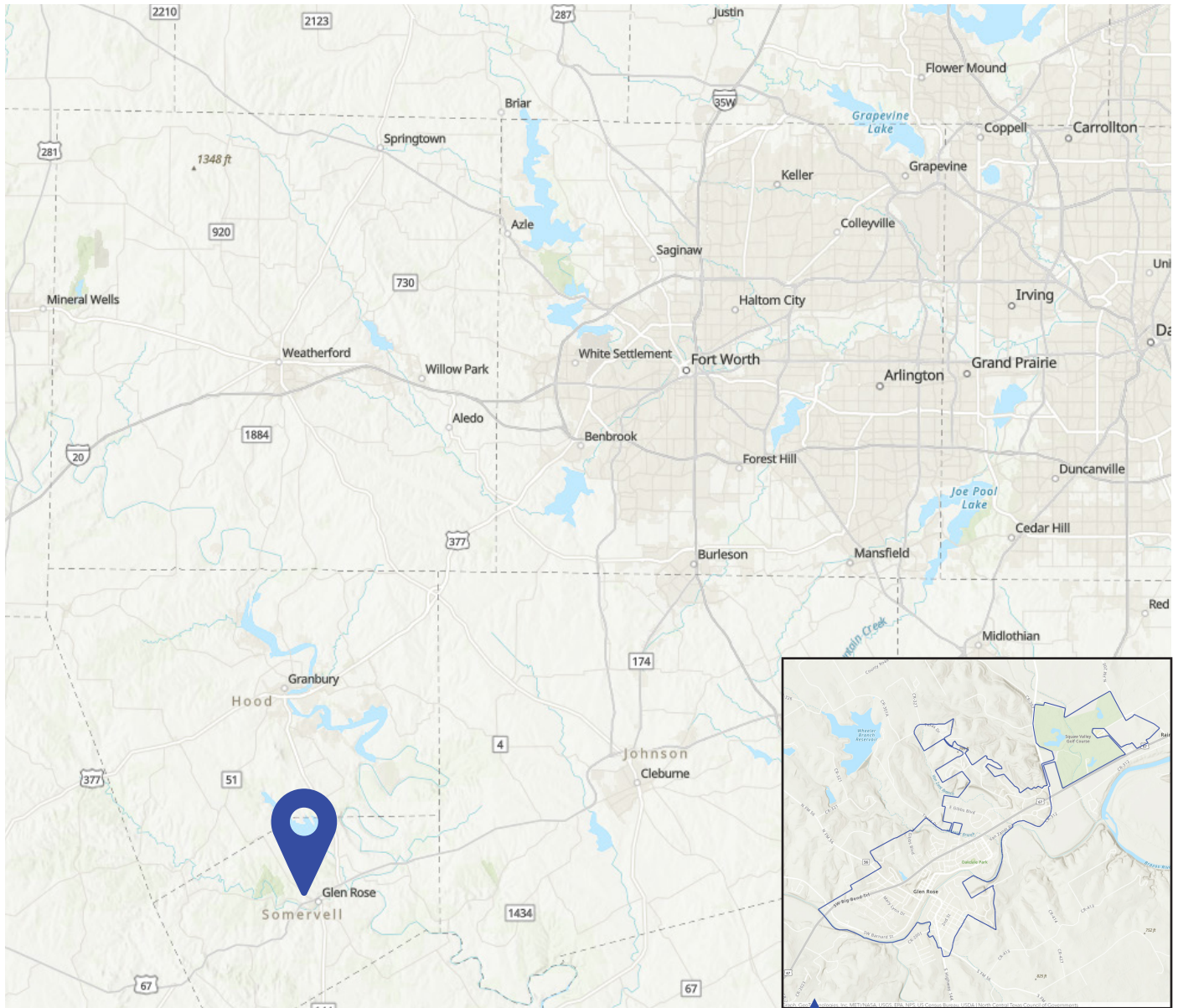


TYPES +  
METHODS



COMMUNICATION  
INFRASTRUCTURE

# LOCATION PLANNING CONTEXT



Glen Rose is situated southwest of the Dallas-Fort Worth Metroplex and is within an hour's drive of Downtown Fort Worth via Chisholm Trail Parkway and US Highway 67 (US 67). US 67 goes east-west through Glen Rose. It is heavily utilized by people traveling to and from Cleburne, Hico, Stephenville, and surrounding communities. State Highway 144 gives access to Granbury and Walnut Springs to the north and south, respectively. With US 67 being a regional connector, it also serves as Glen Rose's "commercial spine" and its most major roadway. The Brazos and Paluxy Rivers converge just east of Glen Rose, along US 67 and SH 144, at the city's eastern boundary. The Paluxy River, a tributary of the Brazos River, flows through the center of Glen Rose from west to east. Glen Rose is the County Seat of Somervell County, which is included within the 14-county North Central Texas Council of Governments (NCTCOG) area.

Glen Rose is southwest of Dallas and Fort Worth and south of Weatherford and Granbury. It has frequent influxes of visitors and tourists that come to destinations within the City, such as Downtown and Big Rock Park, as well as just outside the city, such as Fossil Rim Wildlife Center and Dinosaur Valley State Park.

# GOVERNANCE PLANNING CONTEXT

The City of Glen Rose is a Type A, General Law Municipality. The governing body, known as the City Council, consists of a mayor and five City Council Members. The City Council Members are elected at large and serve two-year terms. Appointed Officers of the City include the City Administrator, City Secretary, City Attorney, and Municipal Judge. Department Heads include the Police Chief, Public Works Director, and Building Official.

As defined in the City of Glen Rose Strategic Plan, Glen Rose as a municipal organization exists to provide:

- **Quality of life:** Improving quality of life by continuing to make Glen Rose the best place to live, work, and visit.
- **Excellent services:** Providing excellent services to residents, businesses, and visitors to protect the health, safety, and general welfare of the community.
- **Structure & organization:** Providing processes, procedures, policies, regulations, and funding allocation to implement our vision and foster strong relationships.
- **Servant leadership:** Leading by listening, communicating, and representing the needs and desires of the community and our partners.

A crucial element of this charge is communication, and this Plan will be a critical alignment tool for Glen Rose. Communication is key for efficiency, and information communicated to or received from any given party will vary, requiring different communication methods, frameworks, and potentially different approaches.

## INSTITUTIONAL PARTNERS

The institutional partners in Glen Rose operate in a slightly complex network, but Glen Rose is the County Seat and only incorporated city in Somervell County. There is only one Independent School District within the city limits, which is not always the case, and having only one is an asset in terms of opportunities to streamline communications. As it relates to communication, Glen Rose's institutional partners include, but are not limited to, the following:

- Federal Emergency Management Agency ("FEMA")
- Glen Rose Chamber of Commerce
- Glen Rose Independent School District
- North Central Texas Council of Governments ("NCTCOG")
- Somervell County
- Somervell County Water District
- Somervell County Hospital District
- State of Texas (Including Department of Transportation "TXDOT")

The City and County have many agreements between the two entities, and the agreements and roles between the two is a frequent topic of discussion amongst the community and leadership of both the City and the County.

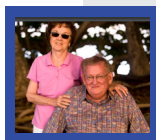
- The City provides the Somervell County Fire Department with water and operates the only animal control/animal shelter in the County.
- Somervell County owns and maintains several parks and facilities within Glen Rose, including the Library, Citizens Center, Paluxy Heritage Park, and the Squaw Valley Golf Course.
- The County also provides some law enforcement, Fire, and Emergency Medical Services within the City, which are partially funded by Glen Rose residents.

# PEOPLE OF GLEN ROSE

## PLANNING CONTEXT

Esri is the global market leader in geographic information system (GIS) software, location intelligence, and mapping. Esri's demographic data was used to inform the planning process and strategies. Esri demographic summaries are broad generalizations but identify local economic patterns and markets. According to Esri, there is a consistent daytime population of 3,761 people who spend their day in Glen Rose, which is approximately 1,000 people more than the resident population.

A few common themes between the LifeMode Groups in Glen Rose (reflected below) are the love of the outdoors, including hunting, fishing, and outdoor sports/recreation; DIY home and car repair and maintenance; and a love of country music and country living. The City's predominant demographic profiles suggest residents enjoy traditional, in-person town hall style meetings and do not necessarily desire cutting edge technology as a replacement. It is still important to anticipate the engagement trends of future generations, as well as existing residents who may not fit traditional demographic profiles for the community, such as young professionals, families with children, or individuals with mobility or transportation limitations. The communications needs and expectations of these groups may include interactive virtual meetings and social media.



### SOUTHERN SATELLITES 55.4%

- These consumers are more concerned about cost rather than quality or brand loyalty.
- They tend to be somewhat late in adapting to technology.
- They obtain a disproportionate amount of their information from TV, compared to other media.



### GREEN ACRES 8.2%

- They are cautious consumers with a focus on quality and durability.
- Comfortable with technology, more as a tool than a trend.
- Prefer satellite service, radio, and television, with an emphasis on country and home and garden.



### HEARTLAND 36.4%

- These are budget-savvy consumers and 'buying American' is important.
- Most have high-speed internet access at home or on their cell phone but aren't ready to go paperless.
- They trust TV and newspapers more than any other media.



### OTHERS

Not all individuals within a community fit neatly into one of these segments. Individuals may be at a transitional stage in their lives, such as young adults or retirees, where their characteristics and behaviors are evolving, as well as their living situations.

# PRIOR PLANNING

## PLANNING CONTEXT

This Communications Plan is a result of priorities established in two recent planning efforts, the *City of Glen Rose Strategic Plan (2022-2024)* and the *Glen Rose Comprehensive Plan*, adopted in 2022 and 2023 respectively. This is the City's first Communications Plan and is intended to be a start at formally structuring, enhancing, and refining communications.



### STRATEGIC PLAN

The Strategic Plan guides the City organization and is intended to align priorities to “run the business” of the City every other year. As the City's first Strategic Plan, adopting a Communications Plan quickly rose to the top of the list of 10 two-year goals that align with the Vision Framework in the Plan.

### GUIDES THE CITY ORGANIZATION

- ✓ 25-year Goal
- ✓ Vision Framework
- ✓ 10 Two-Year Goals



### COMPREHENSIVE PLAN

Communication also permeates the Comprehensive Plan through actions in its chapters: Economic + Fiscal Vitality, Design, Utilities, Services, + Facilities, and Implementation. Provided below are some actions from the Plan (without context) that directly relate to communication:

### GUIDES OPERATIONS + LAND DEVELOPMENT

- ✓ Branding + Marketing
- ✓ Institutional Coordination
- ✓ Physical Infrastructure

- 2.B.6. Create a Branding and Marketing Strategy.
- 2.B.8. Continue discussions with Somervell County on allocation of sales tax in newly annexed areas of the City until discussions have reached resolution.
- 2.B.10. Create a Downtown Merchants Association that meets monthly for networking, resources, partnership, and community-building, to be included on the recommended Events and Traditions Calendar.
- 2.B.11. Collaborate with institutional partners, such as Somervell County Chamber of Commerce, to expand the “Shop Local” campaign that highlights local businesses and prompts marketability to encourage small businesses, attract new services and entertainment, and destinations.
- 2.B.12. Partner with the Somervell County Expo Center and Chamber of Commerce to create twice-a-year rodeo- and western-themed events and festivals that coordinate with annual Expo Events.
- 2.B.15. *Create, adopt, and implement a Communications Plan.*
- 2.B.16. Initiate and establish a tradition for standing meetings with institutional partners to promote efficiency, information-sharing, teamwork, and the best results.
- 4.A.12. Identify areas that lack broadband fiber and pursue partnerships with developers and service providers to make needed upgrades to increase capacity.
- 4.B.3. Establish public wi-fi hotspots for three highly attended areas in Downtown to empower the community and positively impact tourism with social network attractions.
- 4.C.3. Discuss the roles and responsibilities for the Glen Rose and Somervell County Sheriff's Office through collaboration and an associated interlocal agreement.
- 4.C.4. Hire a facilitator to work through interlocal agreements, offer suggestions, and assist with collaboration between the City and the County.



# FEEDBACK + SWOT ANALYSIS

## PLANNING CONTEXT

### COMMUNITY + PARTNER COLLABORATION

Glen Rose, its institutional partners, local businesses, and local organizations provide services, facilities, and quality of life to both community members and visitors. Since 2022, the City has been actively seeking input on enhancing communications and planning for success. Four key areas of feedback relating to communication have consistently been shared with the planning team:

- **Intergovernmental Relations (IGR):** The City has opportunities to enhance coordination, information-sharing, and efficiencies with institutional partners.
- **Emergency Preparedness:** There are efforts to be more prepared for the next emergencies, but there is still much to do and in progress.
- **Proactive Communication + Marketing:** The City can better share the “Glen Rose Story” to communicate efforts, happenings, and resources, as well as contribute to tourism and economic development.
- **Formalization:** As the City grows, standardization and refinement of procedures, policies, and standing meetings will be beneficial.

### STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS

Local stakeholders representing City and County entities were interviewed as part of the planning process. Throughout these interviews many themes emerged that were utilized to inform this Plan. SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) allows for a quick assessment of existing communications and potential strategies for the future.

S	W	O	T
<ul style="list-style-type: none"> <li>● Small town feel</li> <li>● Strengthening relationships</li> <li>● Text alert app</li> <li>● Recently completed, feedback-informed plans with communication directives ready to implement</li> <li>● Increasing awareness of the importance of communication and coordination</li> </ul>	<ul style="list-style-type: none"> <li>● Continued distrust and glitches between City and County (getting better but still getting there)</li> <li>● Newly fragmented CVB/tourism efforts</li> <li>● Intergovernmental coordination</li> <li>● Continued loss of institutional knowledge through City Council and Staff turnover</li> </ul>	<ul style="list-style-type: none"> <li>● Branding and Marketing</li> <li>● Development and infrastructure coordination with the County</li> <li>● Coordination meetings between taxing entities (roundtable to discuss efforts, news, and resources)</li> <li>● Emergency planning</li> <li>● Sharing the “Glen Rose Story”</li> </ul>	<ul style="list-style-type: none"> <li>● Continued distrust and glitches between City and County (getting better but still there)</li> <li>● Worsening State pre-emption of local autonomy</li> <li>● Human, technological, and natural disasters or attacks</li> <li>● Lack of public information</li> <li>● Lack of proactive marketing</li> </ul>

# FEEDBACK + SWOT ANALYSIS

## PLANNING CONTEXT



### Community Survey

Between April 24 and May 17, 2022, the City of Glen Rose invited residents to participate in a Community Survey. The Consultant Team conducted the Survey to identify the topics most significant to the Glen Rose community and to analyze the perceived strengths, weaknesses, opportunities, and threats/challenges. For a city of Glen Rose's size and level of development, the respondent total equated to approximately double a healthy response rate.

- Overall, the community is satisfied with life in Glen Rose and enjoys what it has to offer;
- There are significant concerns with impending growth in terms of traffic, infrastructure, services, and other potential impacts if things are not properly planned;
- More restaurants, shopping, and entertainment are desired; and
- ***The City can improve upon "serving as a community information and resource center" and improve upon sharing what is happening and efforts underway.***

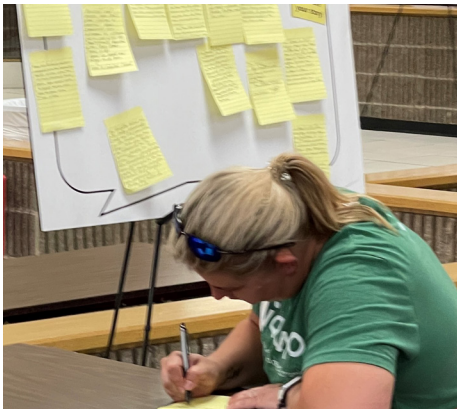
*To effectively communicate, we must realize that we are all different in the way we perceive the world and use this understanding as a guide to our communication with others.*  
-Tony Robbins



# COMMUNICATION TYPES + METHODS

# COMMUNICATION TYPES + METHODS

The methods and desired outcomes relating to the City's communication can vary depending on intended audience(s). They can also vary based on the type of information or opportunity being communicated, nuanced factors relating to the topic, level of urgency, action needed, etc. Utilizing the Communication Objectives outlined on page 12, the following are high level, best practice aspirations for all types of City communication:



- Ensure key messages reach the right audience
- Adapt to technology changes
- Create and provide easy channels for feedback
- Maintain programmed streams of communication
- Avoid communication overload and complexity
- Measure effectiveness, engagement levels, and audience satisfaction
- Continuously improve procedures and traditions that strengthen relationships with individuals, groups, and partners
- Adapt message and/or methods to meet intended audience(s)

## TYPES OF COMMUNICATION



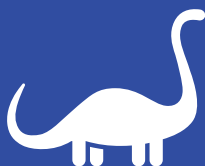
GENERAL  
COMMUNICATION



INTERGOVERNMENTAL



BOARDS +  
COMMISSIONS



BRANDING + TOURISM



EMERGENCIES +  
URGENCIES



CITY STAFF/  
INTERDEPARTMENTAL

# COMMUNICATION TYPES + METHODS (CONTINUED)

Provided below are the top methods respondents of the 2022 Community Survey were likely to receive communication from the City\*:

- |    |                          |    |                                     |
|----|--------------------------|----|-------------------------------------|
| 1  | TEXT MESSAGES            | 2  | EMAIL NEWSLETTER                    |
| 3  | FACEBOOK                 | 4  | SIGNAGE IN THE COMMUNITY            |
| 5  | CITY WEBSITE             | 6  | IN-PERSON COMMUNITY MEETING         |
| 7  | AUTOMATED PHONE MESSAGES | 8  | UTILITY BILL INSERTS                |
| 9  | VIRTUAL MEETINGS/VIDEOS  | 10 | LOCAL NEWSPAPER                     |
| 11 | INSTAGRAM                | 12 | TWITTER, TIKTOK, NEXTDOOR, SNAPCHAT |

**>80%**  
of Glen Rose  
community  
members are  
likely to utilize  
text messages,  
an email  
newsletter,  
and Facebook  
to receive  
communications  
from the City

\* The number of methods that can be utilized for communication are seemingly countless, from Morse Code to Sign Language to talking to social media to press releases to a banner flying behind a plane and so much more. Listed above are communication methods that were included in the most recent Community Survey and their corresponding weighted rank of “likely to receive communications from the City” of the Survey respondents.

It is widely known and acknowledged that likeliness of utilizing one method of communication over another can be influenced by participant objective/purpose (ex. urgently trying to find important information, leisurely catching up on the latest happenings, trying to provide input, etc.), participant abilities and demographics, time of day, changing technology, even the weather, and so much more. For this reason, the ranking above may not apply to many situations and is a broad reflection of a representative sample of community communication preferences. It is essential for this caveat to be incorporated in decision-making and City communication efforts: *There is no black and white, one-size-fits-all method to communicate.*

# COMMUNICATION OBJECTIVES

## TYPES + METHODS

Objectives shape the overall approach of how the City communicates. Ensuring that the following five targets are priorities in City efforts will align the community's expectations and the Vision of the City's future with our actions.



### TRANSPARENT

We will provide timely information, updates, and collaboration opportunities to the public and stakeholders utilizing appropriate and relevant methods.

---



### ACCESSIBLE

We will provide broad access and opportunity to communication, and receive information, while proactively working to mitigate potential barriers to participation.

---



### COLLABORATIVE

We will thoughtfully engage the public and relevant stakeholders to gather feedback and information that is helpful to informing projects, outcomes, and important efforts.

---



### EFFICIENT

Recognizing limited resources, we will engage our intended audience(s) using methods to reach them in the most meaningful way(s), whenever and wherever possible.

---



### PROACTIVE

We will communicate information, important events, and opportunities to collaborate, *before requests to do so*, when opportunities to share are available.

---

Communication works best when it is meaningful and more than just one-way. It is important for information to be shared and stories to be told, but it is also important to have conversations and work together. The Glen Rose community cares deeply about the City and neighbors so being involved in activities relating to the City at a meaningful level is important.

# KEY GROUPS + AUDIENCES

## TYPES + METHODS



### RESIDENTS

- Families
- K-12 Students
- Seniors and Retirees
- Property and Homeowners
- Renters
- Young Professionals
- Homeowners and Neighborhood Associations



### PARTNER AGENCIES

- Somervell County
- Glen Rose Independent School District (GRISD) + Schools
- Glen Rose Medical Center
- State of Texas (TxDOT, DSHS, TPWD, etc.)
- North Central Texas Council of Governments (NCTCOG)
- Nearby Cities and Counties
- Convention and Visitors Bureau
- Chamber of Commerce
- Non-profit Groups
- Religious Groups/Institutions
- City Consultants



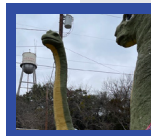
### BUSINESS OWNERS + EMPLOYEES

- Downtown Merchants
- Hotels and Hospitality Industry
- Owners of Businesses
- Employees of Businesses/Groups
- Local Destinations



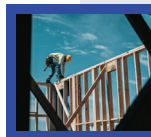
### CITY STAFF + OFFICIALS

- Mayor
- Elected and Appointed Officials
- City Administrator
- City Department Heads/Leadership
- City Staff



### VISITORS

- Tourists
- Commuters Passing Through
- Regional Traffic Passing Through
- Guests of Residents (incl. Children and Grandchildren)
- Non-resident Employees
- Non-resident Property Owners



### POTENTIAL RESIDENTS + BUSINESSES

- Developers
- Target Industries
- Major Employers
- Potential Residents



### MEDIA PARTNERS

- Glen Rose Reporter
- Social Media Influencers
- Partner Agencies
- Regional News Outlets (ex. Dallas Morning News, Fort Worth Star Telegram, etc.)
- TV News Stations
- Local Radio Stations

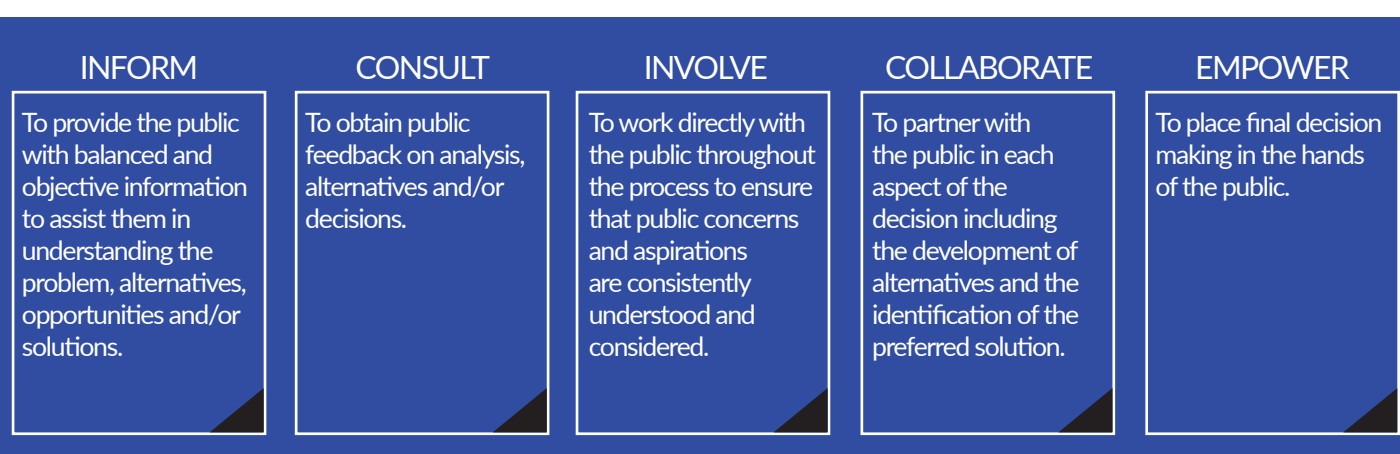
# GENERAL COMMUNICATION

## TYPES + METHODS

### PURPOSES + BACKGROUND

Whether City services are being performed in-house or by a third party, it is important to understand the reasons for communication and to what level that communication should be performed. The International Association for Public Participation's (IAP2) Spectrum of Public Participation (based on Sherry Arnstein's original Ladder of Citizen Participation) was designed to assist with the selection of the level of participation that defines the public's role in any public participation process. The Spectrum is used internationally, and it is found in public participation plans around the world. It is reflected below:

#### SPECTRUM OF PUBLIC PARTICIPATION



When determining the appropriate level of engagement and public participation with a task or project, the level “most to the right” as possible and as relevant should be selected. Not every task or project is going to need to be right of the “inform” level. Understand the extent to which the City will utilize the feedback and efforts of the public if/when received when evaluating the appropriate level of public participation that should be the goal.

Provided below are some steps for utilizing the Spectrum:



- ✓ Identify the best level of public participation for what needs to be communicated or the project at hand
- ✓ Based on the level selected, determine which tools or methods are best for that level (for example, to Collaborate, a workshop or focus group would be a great option)
- ✓ Develop a strategy for the task to include who, what, when, where, why, and how it will be accomplished



# GENERAL COMMUNICATION (CONTINUED)

## TYPES + METHODS

### KEY MESSAGE

Glen Rose is best when we work together to communicate and achieve our Vision for the future. We welcome and proactively foster input and collaboration on important issues, topics of interest, and City projects and initiatives.

### PRACTICES + POLICIES



- Create a basic Public Outreach and Participation Plan for all major projects and initiatives, which identifies the level on the Spectrum of Public Participation, the intended audiences (including demographic factors, such as age, language spoken, etc.), the methods to be utilized (incl. social media questions and polls), the schedule/sequence/frequency of communication, and measures of success.
- The following objectives should try to be achieved with City communication:
  - Messages should reach the right audience(s) at the right time(s)
  - The Spectrum of Public Participation should be utilized to identify the level “most to the right” on the Spectrum possible for the task or project
  - Avoid information overload and complexity
  - Effectiveness and reach of engagement should be measured when at all possible
  - Create traditions/standards that lead to predictability (ex. important City news always gets a press release that gets published on the website and Facebook)
- For public meetings of Boards and Commissions, observe the Texas Open Meetings Act and Robert’s Rules of Order. Ensure public comment section of agenda is near the beginning to provide the most convenient timing for associated participation.
- Based on stated communication preferences of the community, begin an email newsletter (can be quarterly and work its way up to monthly if needed) that residents and partners can sign up for that has important City news, updates, and resources.
- Keep the City website up-to-date, and design content to follow the “three clicks rule,” which says that the user should be able to find the content they are looking for in three clicks or less.

# CITY STAFF/INTERDEPARTMENTAL TYPES + METHODS

## PURPOSES + BACKGROUND

Planning improvements and new projects for the City must always be done with a lens of available City resources. Resources include things like funding and machinery, but they also include the ability and capacity of City Staff to complete and/or manage the improvements or projects. The following components will be addressed with associated policies/actions on the following page:



- Employees need modern and relevant tools to efficiently communicate while providing services
- Training and professional development are essential to providing continuous improvement in communication methods
- Great organizational culture and employee recognition of accomplishments and great service are key to employee satisfaction and retention

Provided below are four key purposes to enhance internal communication at the City:



### EMPLOYEE SATISFACTION

When City employees are happy with their jobs and their work, it results in better customer service, better quality of life for residents, and better quality of life for the employees!



### EMPLOYEE RETENTION

Keeping our City Staff by giving them what they need, including a great working environment, can help with institutional knowledge/communication and prevent costly hiring needs.



### EFFICIENCY

Staff having the tools, motivation, ability, and direction to communicate well (ex. timely, complete, etc.), can get work done better, faster, and cheaper, while having other positive effects.



### HIGH QUALITY

Collaborating with teammates, reaching out for resources, and having the ability to communicate freely and with ease can empower and allow City Staff to provide the highest quality service.

According to the 2023 The Conference Board Job Satisfaction Report,

*“Apart from competitive pay, organizational culture, quality of leadership, and work-life balance are the factors that most influence employee retention. These factors intersect with the top predictors of overall job satisfaction—organizational culture, quality of leadership, potential for future growth, and interest in work—suggesting that leaders should prioritize the cultural aspects of work to drive both employee retention and job satisfaction.”*

For the report visit [www.Conference-Board.org](http://www.Conference-Board.org).

# CITY STAFF/INTERDEPARTMENTAL TYPES + METHODS

## KEY MESSAGE

Our City employees are what keep Glen Rose running and are essential to our communication efforts. Ensuring our Staff has advanced communication tools, access to training and professional development, encouraging open and honest feedback within the organization, and recognizing Staff value are essential to employee satisfaction and retention and to our success.

## PRACTICES + POLICIES



An effective internal communication strategy has three components: **inform, engage, and improve**. The practices and policies below relate to one or more of the components.

- **INFORM:** Through an internal intranet or via email, the City Administrator or their designee should send out periodic updates to all employees on things happening, employee wins and accomplishments, an employee spotlight, and updates with new or ongoing initiatives.
- **ENGAGE:** Through a combination of observations, research, and a short employee survey, evaluate technology needs, training, professional development, and resources needed relating to communication for each position and its associated services on an annual basis.
- **INFORM, ENGAGE, + IMPROVE:** Hire a position solely responsible for City communication leadership, both internally and externally. This position would also be able to maintain and innovate with the website, social media, and tourism-related marketing.
- **IMPROVE:** Evaluate the need for the following Human Resources-related functions/ services to enhance internal communication:
  - Performance reviews process improvements
  - Career ladders/steps for each position with associated expectations for each
  - Internal intranet with benefit explanations, forms, and employee resources
  - Annual employee survey
  - Employee recognition program with rewards

# INTERGOVERNMENTAL TYPES + METHODS

## PURPOSES + BACKGROUND

Communicating with partner agencies, such as the ones provided below, are essential to Glen Rose's success and prosperity:

- Somervell County
- Glen Rose Independent School District (GRISD) + Schools
- Glen Rose Medical Center
- State of Texas (TxDOT, DSHS, TPWD, etc.)
- North Central Texas Council of Governments (NCTCOG)
- Nearby Cities and Counties
- Convention and Visitors Bureau
- Chamber of Commerce
- Non-profit Groups
- Religious Groups/Institutions
- City Consultants

In Glen Rose, intergovernmental communication is particularly critical at the City-County level. The City of Glen Rose is the County Seat and only incorporated city in Somervell County. The City and Somervell County currently have a multitude of interlocal agreements that outline services, maintenance, ownership, and procedures of various types. Feedback is consistent during the past couple of years that challenges in coordination and syncing between the two entities continues to persist.

There have been significant strides made by people interested in mending and improving City-County communication. One of the most important recommendations within this Plan, listed on the following page, is to initiate a standing meeting between key leaders of both entities on a regular basis. At the standing meeting, preferably held quarterly, there can be a fixed agenda which covers topics such as, recent development, organization news and efforts, resources, and services. More specifically, the following topics should be proactively addressed:

- ✓ Sales tax allocations (until resolved, Comprehensive Plan Action 2.B.8.)
- ✓ Tourism and marketing efforts
- ✓ Growth management strategies for unincorporated areas around Glen Rose
- ✓ Emergency preparedness and crisis communications
- ✓ Parks and recreation facilities
- ✓ Administration of local services and programs
- ✓ Interlocal agreements



# INTERGOVERNMENTAL (CONTINUED) TYPES + METHODS

## KEY MESSAGE

Glen Rose considers its partner agencies and groups to be essential to our success. We proactively coordinate and collaborate to enhance our communication, relationships, services, facilities, and amenities to best match and exceed our community's expectations and needs.

## PRACTICES + POLICIES



- Evaluate and review resources available through Texas Municipal League (TML) for coordination with and advocacy to State Representatives and Senators.
- Utilize groups, such as the American Planning Association (APA) and National League of Cities, to develop a legislative advocacy agenda each year. There are great organizations that provide numerous toolkits to cities to advocate for beneficial regulations and resources, consistent with the Vision for Glen Rose's future.
- Initiate and establish a tradition for standing meetings with institutional partners to promote efficiency, information-sharing, teamwork, and the best results. (Comprehensive Plan Action 2.B.16) At minimum, standing/recurring meetings should include a list resembling the following:
  - City + County leaders (quarterly),
  - Glen Rose taxing entities leaders (twice per year),
  - Emergency Operations Center personnel (quarterly),
  - City Administrator, Mayor, Mayor Pro-Tem + State Representative(s) (twice per year),
  - City Administrator, Mayor, Mayor Pro-Tem + State Senator (twice per year),
  - City Administrator, City Engineer, + TxDOT (twice per year or quarterly), and
  - City Administrator, City Engineer, + NCTCOG (twice per year).
- Discuss the roles and responsibilities for the Glen Rose and Somervell County Sheriff's Office through collaboration and an associated interlocal agreement. (Comprehensive Plan Action 4.C.3.)
- Hire a facilitator to work through interlocal agreements, offer suggestions, and assist with collaboration between the City and the County. (Comprehensive Plan Action 4.C.4.)

# BOARDS + COMMISSIONS

## TYPES + METHODS

### PURPOSES + BACKGROUND

Appointed by the City Council and made up of local residents and stakeholders, boards and commissions are a key method for City leadership to communicate and coordinate directly with engaged residents and work on important initiatives. Smaller communities like Glen Rose do not need, and could not sustain, a large number of advisory boards. However, certain boards, such as the existing Historic Preservation Commission and the Planning and Zoning Commission, have plenty of work and initiatives to sustain monthly meetings.

As of 2024, there are four boards and commissions in Glen Rose:

- City Council
- Planning and Zoning Commission
- Historic Preservation Commission
- CVB Advisory Board

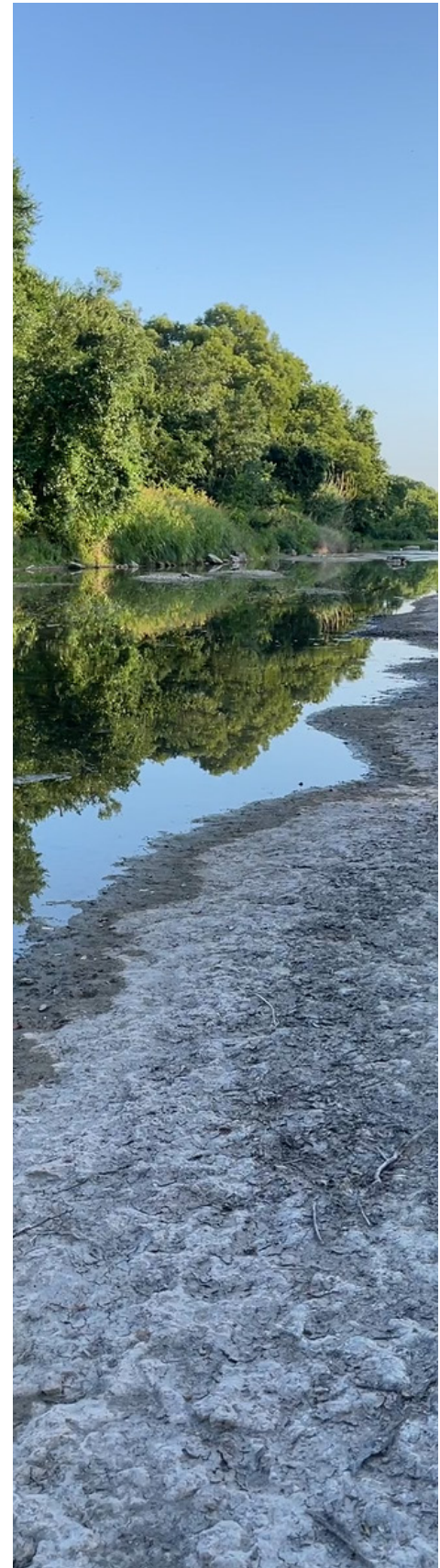
The most common boards and commissions that are not yet formed, for a city of Glen Rose's size, that the City could consider are: Zoning Board of Adjustment, Parks and Recreation Board, and Downtown Commission. There are certainly other boards and commissions that would be beneficial to the City, but they could be considered at a later stage in Glen Rose's growth.

There are a few main components to communication when it comes to Glen Rose's boards and commissions:

- Work or initiatives within the board/commission's purview outside of regular meetings;
- Work or initiatives for consideration, discussion, or action during regular meetings;
- Updates from Staff; and
- Community engagement.

The most underrated and under-served function by and of board and commission members is community engagement. It is very important for board and commission members to share what is considered during meetings with neighbors and other community members to help share the story of the important work and improvements of Glen Rose. Word of mouth and Facebook are great methods to achieve this function.

Since email newsletter is the second highest communication preference of the community, short updates for each board/commission (ex. projects considered, action taken, etc.) would be well-received by recipients. With transparency, efficiency, and the other Communication Objectives at top of mind, these proactive measures can go a long way to community satisfaction and overall Glen Rose quality of life.



# BOARDS + COMMISSIONS (CONTINUED)

## TYPES + METHODS

### KEY MESSAGE

Glen Rose Boards and Commissions include some of our most passionate and engaged residents. We provide opportunities for meaningful, efficient, and productive collaboration and policy-making through service on Boards and Commissions. Our Boards and Commissions members communicate the work of the Board or Commission on which they serve, and important information, to other Glen Rose community members.

### PRACTICES + POLICIES



- Continue to hold Leadership Retreats every other year to update the City's Strategic Plan, which can coordinate with budget priorities.
- Consider the following questions to refine Boards and Commissions in Glen Rose:
  - Are any new boards or commissions needed to serve key City priorities, meet certification requirements, or provide grant eligibility?
  - What group or interest is the board/committee intended to serve; is there sufficient need /involvement to sustain?
  - Has the call for applications been sufficiently announced? Does everyone have access to the application? Is the application simple and easy to complete and submit? Are there any barriers or discouragement for qualified candidates?
  - Are applicants updated as they move through the process; how?
  - Who needs to be involved in the review and selection process?
  - Is there an interview? If so, who is conducting interviews?
  - What is the board/commission's decision making and parliamentary process?
  - What is the process to chair a board/commission? Should there be term limits on boards or commissions?
  - Does the City want to track historical data about board membership?
  - Does the community have an opportunity to rate their satisfaction with boards/commissions?
  - Will there be a process for benchmarking the board's achievements?
- Initiate a scheduled tradition of training of all Board and Commission members (including City Council) for Open Meetings Act, ethics, and Board/Commission-specific topics annually.
- Initiate a scheduled tradition of on-boarding/orienting new Board and Commission members with new member training.

# BRANDING + TOURISM

## TYPES + METHODS

### PURPOSES + BACKGROUND

It is important that branding be employed to denote when people are entering Glen Rose. While residents know when they are in the City, it is often hard for visitors to differentiate between one city's limits and another's without signage and unique elements. However, if the City is going to employ branding, it must be done in conjunction with aesthetic enhancements, so that Glen Rose is broadcasting the best image possible. Ideally, these initiatives occur in conjunction with other measures, such as zoning and thoroughfare enhancements. Nonetheless, aggressive and strategic branding is one way the City can have a direct impact on the character and perception of key areas.

Branding and public space strategies consist of intentional design elements to create a unified pedestrian experience. In key areas like Downtown, design elements should be the focus for continuous improvements, including markers or gateway features with common signage, walls, banners, building materials, and landscape elements.

Historically, Glen Rose and Somervell County pooled and coordinated Convention and Visitor Bureau (CVB) funding and resources, but Somervell County terminated the partnership in 2023. As a result, the City is now fully responsible for its own branding, tourism, and promotional endeavors, with a budget funded by the Hotel Occupancy Tax (HOT). There are adverse effects of the unlinking of efforts from the City and the County, considering Glen Rose is the only incorporated city in Somervell County, the County owns and maintains multiple destinations and properties within the city limits, and many people who travel to destinations in Somervell County stay within the city limits.

With the new adjustment in roles, the City has the opportunity to utilize the funds in ways that may not have been considered before. It is a great time to step back and evaluate how best to support branding and tourism communication that can fuel and funnel more business, activities, and guests to the Glen Rose hospitality and tourism sector.

There are a number of low cost initiatives that the City may wish to consider to maximize the impact of future branding and tourism initiatives such as adding an interactive kiosk Downtown, creating a Branding and Marketing Strategy, and taking steps to achieve Scenic City Certification.

Recognizing that completing a Branding and Marketing Strategy is at the top of the priority list as both a Strategic Plan goal and a Comprehensive Plan action, that effort can greatly inform Branding and Tourism communication strategy and related assets (theming, colors, targets, etc.).





# BRANDING + TOURISM (CONTINUED)

## TYPES + METHODS

### KEY MESSAGE

Glen Rose is a welcoming and unique, family-oriented community committed to preserving our natural beauty and historic, small-town charm. Come visit Glen Rose to experience a stunning combination of history, scenery, wildlife, charm, shopping, events, accommodations, and great people.

### PRACTICES + POLICIES



- Create a Branding and Marketing Strategy. (Comprehensive Plan Action 2.B.6. and Strategic Plan Goal)
- Research and pursue steps needed for Scenic City Certification. (Comprehensive Plan Action 2.B.7. and Strategic Plan Goal)
- Create temporary standards for Downtown Glen Rose and US 67. (Strategic Plan Goal)
- Discuss and coordinate next steps due to recent adjustment in Convention & Visitors Bureau (CVB) allocations and roles by Somervell County.
- Add an interactive kiosk outside near the Square in Downtown that provides key information and locations for destination sites, parks, and places to visit and shop. (Comprehensive Plan Action 2.B.5.)
- Create a Downtown Merchants Association that meets monthly for networking, resources, partnership, and community-building, to be included on the recommended Events and Traditions Calendar. (Comprehensive Plan Action 2.B.10. )
- Collaborate with institutional partners, such as Somervell County Chamber of Commerce, to expand the “Shop Local” campaign that highlights local businesses and prompts marketability to encourage small businesses, attract new services and entertainment, and destinations. (Comprehensive Plan Action 2.B.11.)
- Partner with the Somervell County Expo Center and Chamber of Commerce to create twice-a-year rodeo- and western-themed events and festivals that coordinate with annual Expo Events. (Comprehensive Plan Action 2.B.12.)

# EMERGENCIES + URGENCIES

## TYPES + METHODS

### PURPOSES + BACKGROUND

Thanks in part to the Comanche Peak Nuclear Power Plant, Glen Rose and Somervell County have a more robust response plan for some major emergencies than other comparable communities. Glen Rose provides the Somervell County Fire Department with water and operates the only animal control/shelter in the County. The County provides some law enforcement, Fire, and Emergency Medical Services to the City, outside of a small City Police Force. The Somervell County Hazard Mitigation Plan, adopted in March 2023, contains recommendations that can help Glen Rose maintain awareness and preparedness for potential emergencies and threats. The Plan was done by The North Central Texas Council of Governments (NCTCOG) in coordination with City Staff, County Staff, and members of the community. The purpose of this Plan is to identify natural hazards that threaten life, property, and the economy, while proposing actions to mitigate these hazards. The City can enhance its safety and mitigation protocol by understanding concepts from this Plan and implementing the Mitigation Action Items provided. The Actions address NCTCOG's observations about Somervell County and Glen Rose's most severe risks, vulnerabilities, and what factors affect vulnerability.

According to FEMA, crises are events or situations with four phases:



#### MITIGATION

Tasks and projects such as, revising floodplain and building standards, reinforcing riverbanks, and constructing evacuation relief routes can prevent future emergencies and urgencies.



#### PREPAREDNESS

Being proactive with planning, training, education, partner toolkits and organization can prevent loss of lives and damage to property, which can be irreversible in many cases.



#### RESPONSE

When disaster or a crisis strikes, implementing a plan and carrying out practiced roles is key to proper communication and prevention of mishaps during an event or situation.



#### RECOVERY

From communicating treatment options for emotional trauma, to debriefing on lessons learned, and so much in between, these activities take place after an event or situation.

According to the National Institute of Building Sciences,

***Mitigation saves \$13 for every \$1 invested.***

For the report and accompanying fact sheets, see [www.nibs.org/mitigationsaves](http://www.nibs.org/mitigationsaves). The prevention of adverse effects to lives (both human and wildlife), properties, and cities can also be priceless.

# EMERGENCIES + URGENCIES (CONTINUED)

## TYPES + METHODS

### KEY MESSAGE

Glen Rose is a safe community, and it is important that it remain that way. In all decisions and policies, safety is considered and prioritized. We proactively and regularly review and communicate safety protocols, information, and best practices to mitigate any potential risks and hazards to our community and our partners.

### PRACTICES + POLICIES



Crises are categorized by impact, with classifications ranging from “incidents,” which are localized and low in impact, to “catastrophes” or “calamities,” which are very large in scale and impact. The more severe the situation, the more coordination that will be needed with local, state, and/or federal partners, depending on many factors. As highlighted in the 2022 Chalk Mountain Fire, the ability to work quickly to get information out and coordinate resources promptly is essential.

**The absolute most important and effective tool in the City’s arsenal to combat risks in the three main categories (human, weather, and technological), is to work on the four phases of crises proactively and regularly, especially from a communication perspective.** For each scenario with an identified risk in the Hazard Mitigation Plan, answer or work through each of the following questions:

- What role, if any, does the Emergency Operations Center, serve in the situation?
- What needs to be communicated?
- Who needs to hear, read, or understand the communication?
- What is the best way to communicate the information?
- Who should communicate the information?
- Which partners can we coordinate with, and what role are they playing in the scenario?
- How often should the information be communicated?
- What populations or portions of the intended audience may be at risk for not receiving the information, and how can we get them the information?
- What preparation can we do to make communication in this scenario easier should it happen in reality?

# COMMUNICATION INFRASTRUCTURE

## PLATFORMS + ASSETS

When it comes to communication infrastructure, it is important to not only identify what the City has, it is also important to determine what the City could benefit from adding. Categories of assets are physical (i.e. fiber-optic cables, City employee computers, City message board, etc.) and virtual (i.e. City website, City social media accounts, City files, etc.).

Provided below are the some important components in the Glen Rose communication infrastructure:



### PEOPLE

In a small city like Glen Rose, it is necessary for all City Staff to be trained in communicating with the public and providing information to the City Administrator for distribution.



### HARDWARE + SOFTWARE

Having advanced computers, field equipment, platforms, and software for communicating and protecting City assets is essential to provide the best services possible.



### WEBSITE

Recently revamped, GlenRoseTexas.org will continue to be a main source of communication that residents and partners utilize when seeking out information and resources.



### SOCIAL MEDIA ACCOUNTS

Glen Rose has official accounts on YouTube, LinkedIn, Instagram, Facebook, and Twitter/X although post topic/frequency and level of engagement seems to differ across platforms.



### INTERNET

Covered in detail in the City's Comprehensive Plan, high speed internet is now considered an essential utility, along with water, sewer, drainage, and power.

In 2022, respondents to the Community Survey indicated that the number one method they were likely to receive information from the City was via *text message*. People who have signed up for text alerts find them to be very useful and effective. As this system is a software platform, it is essential that it is maintained and tightly controlled to ensure that it continues to be successful and effective.

# COMMUNICATION INFRASTRUCTURE (CONTINUED)

## PRACTICES + POLICIES



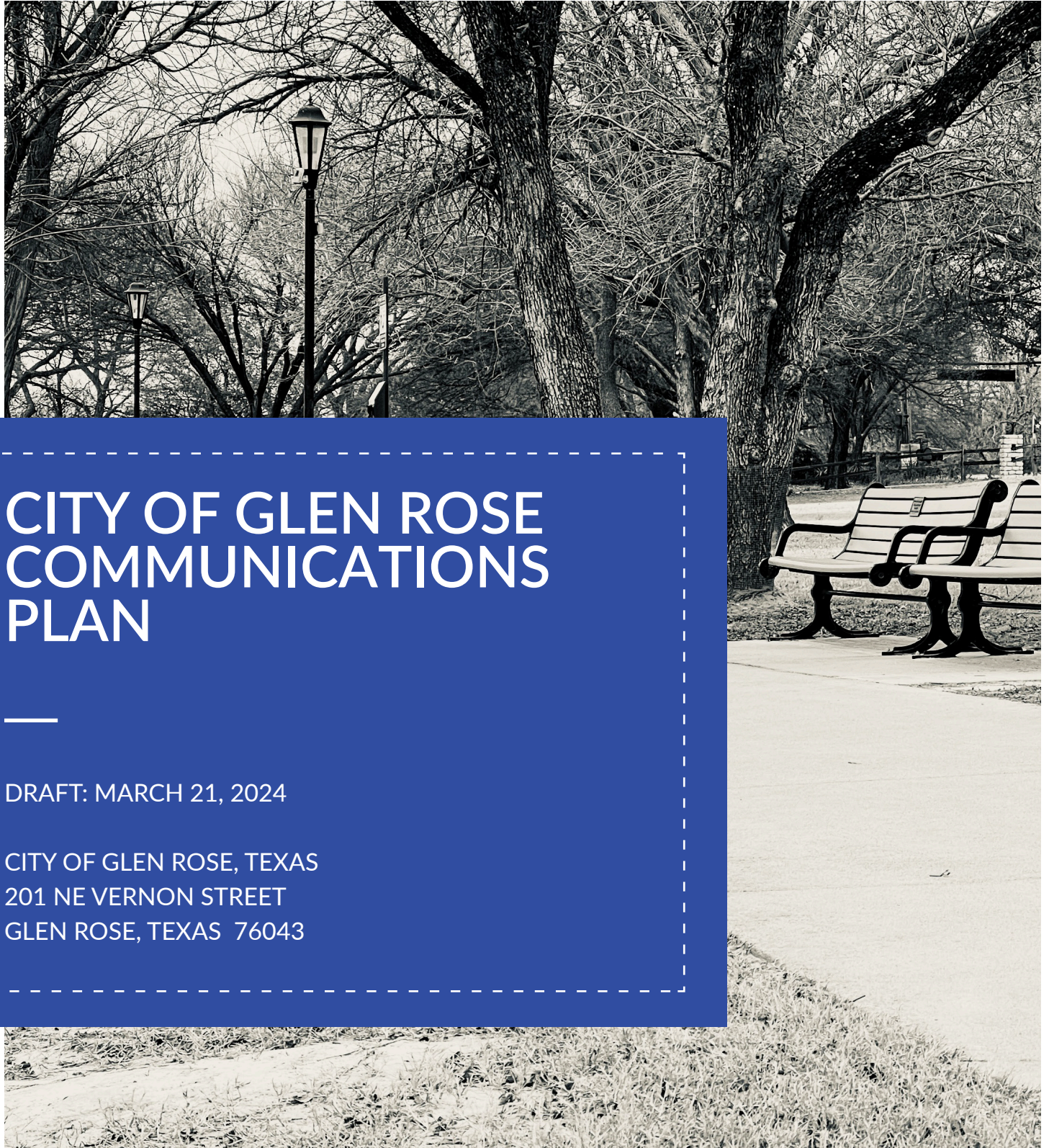
- Continue to develop social media practices and accounts following by utilizing the following strategies:
  - Consistently post the same content across platforms when feasible and applicable
  - Ensure all accounts are monitored for requests for information and messages
  - Facilitate two-way dialogue and ensure that feedback is passed along to the appropriate City Staff
  - Create and maintain an active presence on online community forums, such as NextDoor
  - Include social media communication practice in emergency response simulations/practices
  - Provide technical responses and resource locations, for City-related business, projects, or functions, in social media conversations when there is confusion or inaccurate information being provided
  - Develop a curated social media calendar that provides of schedule/sequence of important events, awareness campaigns (ex. flooding, fire safety, etc.), City employee recognition, City accomplishments, etc.
- Continue to develop the City website by utilizing the following strategies:
  - Ensure that department leaders are fully trained on how to make updates to their own department's webpage
  - Keep the City website up-to-date, and design content to follow the “three clicks rule,” which says that the user should be able to find the content they are looking for in three clicks or less
- Seek out and apply for funding to continue to modernize Glen Rose's communication infrastructure and protect it from threats:
  - ✓ In 2022, the Department of Homeland Security (DHS) announced a first-of-its-kind cybersecurity grant program specifically for state and local governments. Funding from the State and Local Cybersecurity Grant Program (SLCGP) helps eligible entities address cybersecurity risks and threats to information systems owned or operated by—or on behalf of— governments. This program, plus another for tribal communities, amounts to \$1 billion over four years. Glen Rose should consult a grant coordinator to ensure the City is positioned to apply for these federal dollars.
  - ✓ In 2023, the Federal government made available \$3.3 billion in grants to expand internet access in Texas. Glen Rose should consult a grant coordinator to ensure the City is positioned to apply for these federal dollars. It has also become popular to use private public partnerships to bring in technology, such as fiber infrastructure, which is often too expensive for local governments alone. As part of development negotiations, the City should have a policy of requiring complete fiber internet infrastructure.
- Identify areas that lack broadband fiber and pursue partnerships with developers and service providers to make needed upgrades to increase capacity. (Comprehensive Plan Action 4.A.12)
- Revise the Code of Ordinance to implement a “Dig Once” policy requiring that conduit and fiber optic infrastructure be installed when work is being done in the public right-of-way. (Comprehensive Plan Action 4.A.13)



THE CITY OF

**GLEN ROSE**

TEXAS



# CITY OF GLEN ROSE COMMUNICATIONS PLAN

DRAFT: MARCH 21, 2024

CITY OF GLEN ROSE, TEXAS  
201 NE VERNON STREET  
GLEN ROSE, TEXAS 76043