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## Marketing the city of North Las Vegas: Marketing plan and image enhancement program

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PLACE MARKETING

Marketing the City of North Las Vegas:  
Marketing Plan and Image Enhancement Program

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In partial completion of  
Masters of Public Administration Degree

University of Nevada, Las Vegas

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## I. Introduction

Like many other Southwestern states, Nevada is experiencing a tremendous growth in population. As the second fastest growing city in Nevada, North Las Vegas is facing its own unique challenges and opportunities. Growth in Southern Nevada has also brought internal competition for those residents and businesses entering the area. It has also created a need to update the city's image and appeal.

One example of how a city effectively enhanced its image can be found in the same population area, Henderson, Nevada. Henderson, the state's fastest growing community, is attracting new residents and businesses at a rate that was 1.5 percent in 1996/97, and 1.1 percent in 1997/98 over North Las Vegas' growth during the same period (Metropolitan Research Association [MRA], 1999). North Las Vegas, as its name implies, is located at the north end of the Las Vegas Valley, and Henderson lies at the south end of the valley. Both can offer the same climate, tax benefits, cost of living, location, and proximity to the large markets of Los Angeles, Salt Lake City and Phoenix. However, Henderson implemented a marketing plan 3 years ago that was geared toward attracting new residents and supporting business structure. The results were impressive, 11.9 percent population growth in 1997, 9.6 percent population growth in 1998, and a 17 percent higher rate of new business attraction over North Las Vegas in 1998 (MRA, 1999). There are several incentives for cities to attract residents and businesses including the distribution of tax dollars based on population and ensuring a diverse economy.

### Purpose of This Paper

To help take advantage of the opportunities it is now facing, the City of North Las Vegas has begun the process of developing a Marketing Plan and Implementation Program (Plan). The Plan is an all-encompassing effort that is intended to address many issues, concerns, and

opportunities that are facing the City of North Las Vegas. Included among these issues are a positive city image, business attraction and retention, reinforcing a separate identity for the city, resident satisfaction, and internal buy-in from city employees and management.

The analysis that follows describes the process used to create the Plan for the City of North Las Vegas. A look at the relevant historical background of the city is given to provide an understanding of the unique circumstances of the city and the shaping of its current image. A discussion of place marketing theories and concepts follows as an overview of the evolution of the practice of “selling cities.” Finally, an examination of marketing strategies and recommended tactics for the Plan is presented. In developing the marketing plan, a variety of research was conducted, including:

- A marketing workshop for key North Las Vegas management staff (Project Team)
- Stakeholder interviews with selected North Las Vegas staff and external stakeholders
- Assessment of media coverage
- Assessment of collateral materials developed by the City of North Las Vegas
- Assessment of North Las Vegas Management and Organization Audit results

The marketing plan’s recommended tactics will serve as a guide for implementing programs and outreach activities to enhance the image of the City of North Las Vegas and increase its attractiveness as a place to live and do business.

### History of North Las Vegas

#### Early Years

Historically, the City of North Las Vegas has grown in the shadows of Las Vegas, “Entertainment Capital of the World.” Oddly enough, from its beginnings, North Las Vegas has

been a place of controversy. The City of Las Vegas was created when the Las Vegas Land & Water Company auctioned lots to settlers at its Clark Townsite in 1905. Among those first landowners was Tom Williams, an entrepreneur hoping to start business in the new western town. Williams quickly became frustrated by the control exerted by the Las Vegas Land & Water Company over the areas resources. A few year later, in 1909, in an attempt to get away from the restrictive ordinances and taxing in Las Vegas, Tom Williams purchased 140 acres north of Las Vegas and subdivided it into lots which he also auctioned.

The Williams Townsite would not impose taxes, require business licenses or other restrictions. This freedom was quite attractive to many settlers in Nevada at the time, especially bootleggers who, because of prohibition, were being fined for making and distributing liquor in Las Vegas. Of the first eighty lots sold by Williams, 31 were purchased by bootleggers (North Las Vegas Chamber of Commerce, 1976). Because bootlegging was such a large concern in North Las Vegas, the town also developed a system to warn of impending visits by federal agents. Unfortunately, when prohibition was repealed, most of the bootleggers were put out of business.

The town became an organized community in 1931 with a grass roots town board that dealt with issues such as water, schools, and the town name, and usually met on the front porch of one of the board members. Until this time, most people referred to the town as North Town, a name that continues to plague the city with negative connotations. However, in 1931 the debate centered on whether the town should be called Vegas Verde or North Las Vegas. Most residents preferred Vegas Verde, however, in a controversial move, one town board member called for a vote on the name during a meeting where two members were absent, thus giving North Las

Vegas the winning edge. Although there was some call for a re-vote, the name stayed and the City of North Las Vegas was incorporated on May 1, 1946.

### Growth

North Las Vegas boasted the first planned community in Nevada in 1956, College Park, with homes valued from \$15,000 to \$60,000. By 1963 College Park had also become the largest community of homes in the state with 2,500 residents. The future seemed bright for the City of North Las Vegas.

In a 1970 publication by the North Las Vegas Chamber of Commerce (1970), North Las Vegas is described as:

A city of parks, shade trees, and swimming pools – of abundant water, sunshine and land . . . of energetic young people, outdoor recreation, and culture. These are a few of the things that go to make North Las Vegas the fastest growing city in Nevada, the third in size after Reno and Las Vegas. Nevada's Freeport Law; proximity to big markets, ample air, rail, and highway transportation; and unlimited supplies of water, natural gas, and electricity combine to insure the future growth of manufacturing, warehousing and service industries in North Las Vegas.

Growth has always been an issue for North Las Vegas, and keeping up with growth, one of its biggest challenges. Although the Chamber neglected to mention it in their brochure, by 1970 North Las Vegas was in the midst of a financial crisis stemming from a local income shortage. Since May 1962, North Las Vegas had mushroomed from a community of eight square miles to something in excess of 60 square miles (Troyer, 1970). While new residential tracts were springing up constantly, new businesses were not being attracted to the area.

During this annexation frenzy the city was going through, older areas of town were being neglected, with some areas still without sidewalks and streetlights. Residents were quickly becoming frustrated by the actions of the city council, mayor and city manager. An editorial in the North Las Vegas Valley Times stated, "While we have been unable to hire needed additional police officers, the city has annexed 40 square miles of desert territory, stretching our boundaries west to nowhere . . . . The annexation which tripled the city's size merely forced the city to spread its already thin fire and police protection over three times the area"(Yacenda, 1965).

These sentiments would eventually lead to the development of a central business district for the city in the early 1970s. Another trend that began at this time, federal housing funding, would also have long lasting affects on the city. Because of growth and the strain on the city's financial resources, the city manager, Clay Lynch, aggressively pursued federal funding through Housing and Urban Development (HUD) programs. In addition to the government's section 235 program which qualified low and moderate income families for homeownership, the city developed its own leased public housing program. The availability of this funding in North Las Vegas would lead to a high percentage of low-income residents, and eventually became an aspect of the negative image of the city.

Today, growth continues to the north of the city's downtown area. Several industrial and commercial sites are being developed including Brookspark, a 60-acre master-planned industrial park, and Collins Business Park, a 160-acre walled business community subdivided into 100 lots. The announcement by Mirage Resorts Inc. Chairman Steve Wynn in early 1990, that he was going to build a golf course on 320 acres in North Las Vegas sparked the interest from the business community (Smith, 1999). Development by Steve Wynn was seen as a stamp of approval for North Las Vegas.



## Redevelopment

In late 1990, the City of North Las Vegas adopted the Downtown Redevelopment Plan. Created as a process to aid city and county governments in eliminating blight from a designated area, and to foster development, and reconstruction, a redevelopment plan can include rehabilitation for residential, commercial, industrial and retail areas. The redevelopment plan was prepared for 663 acres between Lake Mead Boulevard, at I-15, and Las Vegas Boulevard.

Redevelopment projects are established to acquire funds to be used to attract commercial, industrial and residential development in order to improve an area. Nevada law makes available “tax increment financing” to redevelopment agencies. This tax increment builds funds for the redevelopment area by directing any increases in property tax revenue for the redevelopment area to the redevelopment agency instead of being divided among the City, County, State or other taxing agencies. Redevelopment agencies can also issue their own bonds which are repaid solely from tax increment revenues.

Since the adoption of the Downtown Redevelopment Plan, the private sector has invested an average of \$10 million per year in property improvements. Lake Mead Hospital was one of the first, spending close to \$20 million to enlarge and improve the hospital’s campus. The city has widened Lake Mead Boulevard from four lanes to six, installed landscaping, and placed overhead utility lines underground. Currently, the city is planning to acquire property near Interstate 15 in preparation for future development.

Due to the success of the Downtown Redevelopment Plan, a second redevelopment plan has been adopted, the North Redevelopment Plan. The new plan encompasses nearly 460 acres of property along Cheyenne Avenue, from Interstate 15 to Pecos Road, and along Las Vegas

Boulevard, from Carey Avenue to Pecos Road. The plan is designed to stimulate the same type of investments and property improvements as the Downtown plan.

Under Nevada law, redevelopment is one of the last available processes to provide the necessary funds to reverse trends in areas where the economy has stagnated. Communities with limited financial resources can use redevelopment projects as one step to stimulate development and investments, build better homes, create jobs and a new image.

## II. Literature Review

### Place Marketing

A critical factor in the behavior of buyers in any market is image. People's attitude and actions toward a city are highly conditioned by their beliefs about it and influenced by depictions and descriptions of it. The primary goal of the city marketer is to construct a new image of the city to replace either vague or negative images previously held by current or potential residents, investors and visitors (Hall and Hubbard, 1998). For traditional industrial cities with declining or stagnant economies, like the City of North Las Vegas, improving the city's image is the most frequently employed approach in marketing the city.

The concept of marketing cities has become increasingly important in view of a series of fundamental shifts in the way cities are used, moving from a demand for goods to a demand for services. This de-industrialization has forced cities into new relationships with internal and external customers, resulting in a new competitive environment between cities. Individuals now have more freedom in choosing where and how they want to live, work and play. These changes call for a demand-oriented approach by cities, rather than a supply-led approach (Kearns and Philo, 1993). Municipal marketing requires defining target markets, determining the needs of the target markets, and developing activities and facilities that meet those demands.

Because of the changes in urban economics and the resulting competition between cities, marketers view cities like any other packaged, advertised product in a capitalist society. The process of marketing the city, like any other commodity, consists of several phases: analyzing marketing opportunities, researching and selecting target markets, designing marketing strategies, planning marketing programs, and organizing and implementing the marketing effort (Haider 1992). It has been stated that the objectives of marketing the city are raising the

competitiveness, attracting inward investment, and improving its image and the well-being of its population (Hall and Hubbard, 1998). Kotler, Haider and Rein (1993) focus more on setting attractive incentives and promoting the city's values and image so that potential users are fully aware of the city's distinctive advantages.

### History of Place Marketing

#### Selling the Frontier

Place marketing was an important effort almost from the earliest days of settlement in North America. In the eighteenth century, settlers were invited by official proclamation, such as one given by the Governor of Georgia in 1773, to immigrate to particular areas of the country. These official statements offered incentives and glowing descriptions of the new territories (Ward, 1998). There were also commercially produced publications aimed at Europeans and Americans looking for a place to start a new life.

In the 1840s, with the advent of faster forms of communication and travel, place marketing began in earnest. The West was opening up quickly due to the development of the railroads in North America. One of the first major settlement marketing campaigns was begun by the state of Michigan in 1849, with other states following soon after. In a decision that would have lasting effects on the settlement of the West, the federal government granted land to encourage the building of the Illinois Central Railroad (ICRR) in 1852.

Thus began the trend of land grant railroads marketing their vast, available public lands. Railroad agents used promotional publications and newspaper, and other forms of public advertising to attract settlers. By the 1860s, place marketing became a huge effort because the land grant was the primary mechanism for railroad construction. In 1862 the Homestead Act

was passed, encouraging further marketing efforts by a wide variety of public and private agencies (Ward, 1998).

The railroad land grants also led to the promotion of towns. Railroads and land companies, sometimes being one and the same, became involved in towns as commercial or speculative ventures. These ventures created a need for intense advertising of the sale of town lots. Railroads became even more powerful because they also controlled the town's transportation, a key factor to the ultimate prosperity of residents and investors. Even towns that would eventually become major stops along the railroad had to pay heavily to ensure rail access (Hall and Hubbard, 1998).

The railroad played a key role in the settlement of the Las Vegas Valley. Beginning as a water stop along the Old Mexican Trail, Las Vegas became a stop along the Mormon Trail and eventually a stop for the railroad. Montana Senator William A. Clark wanted a railroad to connect Southern California with Utah. The San Pedro, Los Angeles and Salt Lake Railroad would be that link, and Las Vegas would be a dividing point on the railroad line (Jones & Cahlan, 1975).

Senator Clark purchased 1800 acres of land and water rights in the Las Vegas Valley, including the three artesian springs. The Las Vegas Land and Water Company was formed in 1905 by officers and employees of the Railroad Company, to develop a water system for the trains and for the new town that would be established (Jones & Cahlan, 1975). The Clark Townsite was immediately turned over to the Land and Water Company and an auction of lots was held in May 1905. Typical of the marketing practices of the time, advertisements were extensively placed in newspapers throughout the United States. The townsite was the area between Main Street on the west, Fifth Street on the east, Garces Avenue on the south and

Stewart Avenue on the north.

### Selling the post-industrial city

Today marketing of cities has become an economic necessity. The main economic changes which have underpinned this latest episode of city marketing have been those associated with de-industrialization. Between 1977 and 1993, the US lost roughly 2 million, about a tenth, of its manufacturing jobs (Hall and Hubbard, 1998). North Las Vegas, like all cities dependent on industry, also felt the effects.

The shift away from industrial cities has changed the way in which cities are marketed. Cities are now valued as places to live, work and play. This perception of cities has placed them in a new competitive situation in which their strengths and weaknesses will determine their success. Marketing a city's image is a critical element in attracting new investments and residents. The growing importance of place marketing has initiated the development of marketing theories specifically designed to consider the challenges of selling the city.

### Marketing Concepts

The selling of places must be related to a set of basic concepts drawn from marketing science which accommodates the characteristics of places as products by the development of its particular techniques (Ashworth & Voogd, 1990). Places are different from other products offered because of the nature of the product and the way it is used by the consumer. Selling a place is not giving ownership rights, only the limited and non-exclusive use of the place being sold. Several marketing concepts have been developed to overcome the basic differences between place marketing and product marketing such as the non-profit organization, social marketing, and image marketing.

Marketing in non-profit organizations - The focus here is on the goals of the organization, which are not directed at financial profit. A primary task for non-profit organizations is to determine the needs of markets and customers, which will lead them to a different set of marketing strategies than a for profit organization.

Social marketing - This concept was originally introduced in the early 1970s and is aimed at enhancing the consumers' and society's wellbeing. Social marketing is intended to alter or reinforce a set of attitudes held by targeted audiences, and influence their acceptance of social ideas (Kotler, 1986).

Image marketing - All goods and services are marketed to some degree by the promotion of images held by consumers about them (Ashworth & Voogd, 1990). An example is promoting the image of politicians with little reference to their policies. The goal of image marketing is also to manipulate the behavior patterns of selected audiences, in this case by promoting the image of the product rather than specific attributes.

### III. Research Methods

#### Marketing Process

The main elements in any marketing plan include analysis of the market, defining the city as a product, establishing the goals and strategies of the marketing plan, and determining the “marketing mix” to be used to attain the city’s marketing goals. The phases of the marketing process do not flow in order, from top to bottom, however. Proceeding phases are continually being adjusted as more information is gathered throughout the marketing process. A result of these adjustments is a repeating of the cycle until it has fulfilled its objectives.

#### Analysis of the Market

The first step in analyzing the market is the identification of the issues and concerns of various stakeholder groups. In developing the North Las Vegas marketing plan, this was accomplished through a review of internal and external stakeholders. A Project Team strategy workshop was held to review goals, roles and develop an initial marketing workplan for the city. The Project Team consisted of internal stakeholders, employees representing city departments, and was facilitated by external marketing professionals. The internal perceptions and goals developed during the strategy workshop were used in conjunction with the findings of the external stakeholder interviews and the internal management and organization audit to create the goals and objectives for the city’s marketing plan. Following is an overview of the internal perceptions, goals and insights for the city that were expressed during the workshop.

#### Goals/Objectives.

Workshop attendees were asked to define goals for the marketing programs that were being proposed.

#### Consistency

What we say



What we can do  
 Internal buy in  
 Business attraction  
 Resident satisfaction  
 Common goals within City staff  
 Promote things the City does well  
 Proactive police efforts  
 Positive Attitudes (staff)  
 Enforce separate identity for City of North Las Vegas  
 Positive City image  
 No more "Northtown"  
 Possible name change  
 Business retention  
 Identify City amenities that attract businesses/residents  
 Proactive role in image

#### Target Audience.

Next, participants were asked to identify audiences that would be targeted by marketing efforts and to rate the importance of that audience.

	Importance
Trade media	9/10
Residents	8/10
Existing businesses	0/10
Potential new businesses	8/10
New residents	0/10
Clark County/Community	1/10
Policy makers	0/10
Hispanic population	0/10
Geographic re-development area	0/10
Media – print, television, radio	4/10
Realtors/Developers	1/10
State legislators	2/10
Education Community	0/10
CCSD	
CCSN, UNLV	
Economic development community – state & local	0/10

#### Existing Resources/Challenges.

The next task was to determine what resources already existed to use or enhance the purposes of marketing efforts, and challenges that would need to be addressed by the marketing plan.

Resource

Materials: Water bill, Newsletters  
 Crime prevention outreach, channel 4  
 Partnerships: NDA  
 County TV production services/event coverage  
 National Nite Out  
 CNLV, Rotary, Elks, Lions  
 Citizens Advisory Board/CCSN  
 CCSN  
 Research: target market study (4-5 years ago)  
 Complaint tracking by department  
 City Council communications,  
     how are they kept informed?  
 Homeowner's Associations

Challenge

Internal Communications  
 Distribution of materials:  
     I.D. modes, implement  
 Webpage  
 Events, facilities  
 Skilled Workforce  
 CCSN  
 MIS communication  
 Complaints to Police Dept: Streets, lighting,  
     response, attitude, abuses  
 Complaints to Parks Dept: Restrooms,  
     facilities

Influential People.

The workshop team was asked to list people or organizations in the community that could be potential allies for marketing efforts.

CEO Lake Mead Hospital  
 Chamber President  
 Texas, Fiesta CEOs  
 Hispanic Chamber  
 SNHB, Howard Hughes  
 Golden Triangle (Pardee & other developers)  
 Dermody  
 Nevada Power Economic Development, SW Gas, Sprint  
 Public Information Officers

Measures Of Success.

The workshop team was asked what they would consider specific short-term and long-term measures of successfully marketing and enhancing the image of North Las Vegas.

1-2 year timeframe

Staff communication (internal)  
 Employee morale & enthusiasm  
 Employee recognition programs/service awards  
 Streamline collateral materials  
 Resident feedback – mechanisms  
     (brown bags, roundtables)  
 Annual event – identify partners  
 Executive/Community roundtables

10 year timeframe

Balanced community: live, work, play  
 Employee opinion surveys & profiling  
     implementation (incentives, lobby posting  
     rewards)  
 Employee satisfaction – scorecard for city

Number of meetings – goals achieved  
 Good news stories/Family-style section – identify story ideas  
 Media roundtable/panel  
 Continual flow mechanism (internal)  
 Make a difference Day – promote and become more involved

### Approaches.

The next list represents responses to the question of what approaches to use to successfully market the city.

#### Potential new business

Identify specific targets/industries/businesses  
     Automotive, restaurants, bio medical, manufacturing, plastics, NTS  
 Attractions (Harbor Place) signs of success  
 Hispanic community vs. non-Hispanic  
 Clustering related businesses

### Opportunities & Obstacles.

Participants were asked to define current opportunities and obstacles the city would face in developing marketing tactics.

#### Opportunities

Water  
 Affordable housing  
 Growth  
 Non-gaming focus  
 Technical infrastructure/phones, etc.  
 Streamlined processes  
 Personalized customer service  
 Transportation – rail, freeway  
 Proximity to speedway, Nellis  
 Mature parks

#### Obstacles

Media perception  
 City boundaries  
 Blue collar/ethnic mix  
 75% low income housing/unemployment  
 Name recognition  
 Inaccurate demographic reports of growth rate  
 Technical labor force  
 Social issues – drop out rate, teen pregnancy  
 Luxury homes  
 Available office space (internal & external)  
 Aging infrastructure – sewers, street lights  
 Park improvements  
 Police Department & Fire Department  
     funding

### Competition.

The workshop team identified the following cities that they considered potential competition for resident and business attraction.

Henderson  
Lancaster  
Arizona, Utah, California  
Mesquite

### Image In 10 Years.

Workshop participants gave their vision of what the City of North Las Vegas should look like in ten years.

It has everything  
Myriad of cultural events  
Diverse business base  
Saturn (new car dealer), Airport expansion, Cheesecake Factory  
Safe Community – crime proportional to Valley  
Families in parks, concert facilities, activities in parks  
Population 200,000  
Malls  
Major master planned communities  
New campus CCSN – 4 year facility  
Kyle Ranch/museums, expand theater, more theaters  
Adequate police and fire substations  
More libraries

The gathering of internal feedback was followed by informal interviews during which stakeholders were invited to share their own, or their groups', perspectives on the city and feedback for the development of the marketing plan. Stakeholders chosen (Appendix A) represented a wide range of community members including local business people, developers, elected officials, residents, chambers of commerce ,members, media representatives, and city employees.

The primary reason that one-on-one conversations with third parties was actively pursued is that often informal conversations can help illuminate the “real issues” with which people outside the project are concerned. With their feedback, a message can be shaped to address the problems and questions of interested parties, and determine methods that will ultimately distribute messages more effectively.

The following section includes an overview of the feedback from 20 community stakeholder interviews conducted during July and August of 1999, the list of interview questions is provided in Appendix B. The information included in this report provides a snapshot of the stakeholder interview information, the most common responses and prevalent stakeholder issues. The interviews were designed as a tool for determining the appropriate next steps and communication messages, not a scientific analysis or a specific ranking of issues.

### Summary of Findings

Following is a summary of the feedback received from stakeholders. Because the input covers a wide-range of opinions, many of them contradictory, the overview was drafted to capture consistent themes that existed throughout the majority of the interviews.

### Perceptions of North Las Vegas

Most stakeholders defined the historical perceptions of North Las Vegas as an undesirable location because of the concentration of lower income housing, high crime, lack of aesthetic appeal, and lack of economic growth. The derogative term “Northtown” is still an obstacle to overcome for the older parts of the city. Although there is a distinction between what are considered “old” areas of North Las Vegas and “new” areas, confusion still exists about the boundaries of North Las Vegas. According to several stakeholders, many residents in the valley consider North Las Vegas a suburb of Las Vegas. Another concern is the lack of a “draw,” or reason to visit North Las Vegas that may help differentiate it from other areas in Southern Nevada.

There is, however, a sense of progress taking place. With the influx of the many residents who are new to the valley, it is felt that the old perceptions of North Las Vegas can be overcome. Many stakeholders agree that now is the time to create a new image for North Las Vegas.

Young families are moving to the area, the political environment is pro-development, and land is available at a lower rate than any of the surrounding areas.

#### Goals or Direction for North Las Vegas

The answers to this question fell mainly into three categories

- growth
- redevelopment
- city government

Growth issues are a major concern and many suggestions call for a written plan to ensure that the infrastructure keeps pace. The 7,500 acres of BLM land that the city is trying to acquire was mentioned several times as a potential site for planned growth. While adding land and infrastructure to new areas is important, many also feel that the older areas lack amenities and therefore require attention. There were several suggestions to construct a town center to help revitalize and create a draw to downtown North Las Vegas. Cleaning up the entrance to North Las Vegas at I-15 and Lake Mead Boulevard was a popular suggestion, with ideas such as incentives to homeowners for landscaping, and clearing unused land while keeping it landscaped until it can be developed for future use.

Many suggestions call for the city to develop a plan to direct improvements and redevelopment. This plan, if developed, should assess strengths and weaknesses, and examine the city's financial resources in order to ensure that goals are realistic. Industries should be targeted to identify those that would benefit from the resources available in North Las Vegas, but there should also be room for economic diversity.

Stakeholders want to see city government become more proactive on the issues of growth and redevelopment, and promote positive initiatives in these areas. Many of those interviewed believe that marketing and name recognition are crucial to improving the city's image, and attracting businesses and residents. A new name that would give the area its own identity and distinction from Las Vegas was also frequently suggested. Stakeholders would also like to see the city become more business friendly, specifically by providing an easier system for obtaining building permits and zoning variances, and offering bilingual assistance in all areas.

#### Industrial Base of North Las Vegas

Because of North Las Vegas' access to freeways and rail transportation, it is a natural center for warehousing, distribution and light manufacturing. While most stakeholders agreed that these are desirable and growing industries, diversity in identifying potential new markets was also stressed. Many stakeholders would like to see the development of industrial complexes as well as higher-end office parks to attract technologically advanced and professional industries. The Las Vegas Motor Speedway is perceived as an opportunity to bring automotive related industries to the area.

#### Obstacles to Doing Business in North Las Vegas

Several stakeholders pointed to concerns that city building and zoning permitting has become more difficult and has slowed down the building process, causing delays for new development. Stakeholders would like to see streamlined processes in all areas and better communication between city departments. Conflict of interest was also cited as an area of concern that could present a growing challenge as the city grows. Stakeholder suggestions to alleviate these problems include:

- cross-train employees in all city processes

- provide a guide to applicants explaining all processes and requirements
- provide a one-stop-shop for city services
- continue to develop employees' customer service skills
- develop consistent building codes and ordinances
- maintain a stable political environment

Stakeholders feel the city's image can be an obstacle to businesses. The perception of high crime, lack of community pride, and low-income neighborhoods can deter companies and industries from locating or remaining in North Las Vegas.

#### Amenities Needed in North Las Vegas

Stakeholders mentioned amenities such as restaurants, shopping, movie theaters and other family entertainment facilities. Overwhelmingly, stakeholders agreed that the older areas are more in need of these amenities as well as continued improvements to parks and recreation centers. Most feel that by keeping the existing amenities clean and in good condition, not only will residents feel more pride for their neighborhoods, but it will be easier to attract restaurants, shopping, and family entertainment facilities to the older areas where they are scarce. Specific amenities stakeholders would like to see in North Las Vegas include:

- Nice grocery stores in older areas
- Hotels
- Golf courses
- Multi-purpose conference rooms
- Miniature golf
- Basketball courts at parks
- Public transportation services



- Designated bike paths and walking trails
- Recreational centers that offer sporting leagues

### Police, Fire and City Services

While most stakeholders feel that police and fire services are good, there is a general concern that both departments are understaffed and in need of improved facilities in order to be able to better meet the challenges of area growth. There is a perception of conflict between the police union and the city, which results in negative publicity for both. Stakeholders would like to see the police department and the city work together to develop a strategic plan that deals with the problems of growth.

City service departments are also seen as understaffed which results in slowing down the processing of service requests. Overall, stakeholders would like to see planning for growth, streamlining of processes, improved customer service, shorter waiting periods for city services.

### Top Three Selling Points

The number one answer to this question is the availability of cheap land. This is considered a plus for both industry and residential growth. The second most common stakeholder answer is location, which included access to Nellis Air Force Base, the railway, freeway, and proximity to downtown Las Vegas. There is a third-place tie between the city's willingness and eagerness to attract new businesses, and affordable home ownership. Other responses included:

- Rapid residential growth
- Desire of city to change image
- 7,500 acres
- Retail on Craig Road

- Livable community
- Perception of active Chamber of Commerce
- Modern government
- Tax structures
- *“Up and coming community on the threshold of greatness”*

### Communicating with the Media

Many stakeholders believe that the majority of news coverage of North Las Vegas is negative. They identified several areas that could potentially reduce negative coverage, including:

- having a consistent message and vision for where the city is going
- pro-active communication of positive events
- developing good relationships with the media
- providing a resource to the media
- managing negative stories

Several stakeholders would like to see the city establish a more active Public Relations Department, which can develop the necessary media relationships and communicate a consistent message about North Las Vegas. Most stakeholders stressed the importance of being accessible to the media, and communicating the city’s messages and vision in stories that could potentially be negative.

Not only are local media relations important for the City of North Las Vegas, but regional and national media as well. Stakeholders suggest the Nevada Development Authority as a good resource for reaching audiences beyond the local area. Again, developing media contacts, and

relationships outside of Southern Nevada can also be useful in promoting North Las Vegas to businesses and potential residents.

### Message Carriers

Many stakeholders stated that the message is the key, not the message carrier. However, once a positive message has been developed, most stakeholders feel city employees and elected officials will be the most important message carriers. City employees and elected officials are natural ambassadors for the city and their buy-in will ensure the success of these communication efforts.

Stakeholders also had many suggestions for local spokespeople or groups that could be partnering allies to carry North Las Vegas messages. Several mentioned getting the business community, including local developers and real estate professionals, the North Las Vegas Chamber of Commerce, and the Las Vegas Convention and Visitors Authority involved. Specific suggestions included:

- Dr. Moore, Community College
- Pardee Construction Company of Nevada
- Steve Wynn/Elaine Wynn
- General, Nellis Air Force Base
- Barry Becker, Becker Built; Point Blank Framing, Inc.
- Jacque Risner, City of North Las Vegas
- Michelle Richardson
- Chief Dodge, Chief Tillman
- Marty Burnett, Las Vegas STARS baseball player
- Mary Kincaid, County Commissioner

- Rose Johnson, school board
- Brent Hardy

### Challenges for the City

Overcoming negative perceptions is the number one challenge for the city, according to stakeholders. The stigma of high crime, run-down business districts, and low-income housing areas will take time and effort to change. Since first impressions are lasting, stakeholders expressed the importance of cleaning up some tough areas, especially the “entrances” to the city.

Stakeholders also noted the city’s lack of planning to create a new image, and lacking a vision for the city’s future as challenges. Once a plan and vision are developed, stakeholders feel the next challenge will be getting city employees’ and elected officials’ to understand, promote, and fund the project. Stakeholders felt that financial limitations and a lack of long-term commitment of resources to implement the project could also hinder the city’s efforts.

Other specific challenges include:

- A “young” chamber of commerce
- Getting services to catch up with growth
- Segmented city, geographically and demographically
- Need for a new middle school
- Competition with Henderson, how to differentiate
- Identity for the City of North Las Vegas

### Opportunities for the City

Although the challenges seem to outnumber the opportunities, most stakeholders are optimistic about overcoming them. Most stakeholders noted the potential for increased development in

North Las Vegas. Changes are already taking place that can be publicized and used to promote the city's commitment to redevelopment and image enhancement such as the new home developments, the golden triangle industrial area, and the creation of redevelopment areas in downtown North Las Vegas. Another area of opportunity for the city is the increased representation of Hispanics on boards and committees. Stakeholders realize the importance of encouraging more participation from this community in leadership roles within city government.

Other specific opportunities include:

- Changing the city's name
- Acquiring the 7500 acres of BLM land
- Create and strongly market community events
- Recreation Complex
- Schools
- New stores
- A caring, motivated city council
- Available land
- Easier commutes

#### Stakeholders Role

Stakeholders were asked what role they can play in the city's marketing and image enhancement plan. Elected officials and city employees feel that they can motivate other stakeholders and bring the plan to realization by communicating the city's messages with their neighbors and friends, and acting as ambassadors of the city. Most stressed the need to work as a cohesive unit to market the city and be leaders in the same direction, toward a focused goal.

All stakeholders realize the positive effects that a successful marketing plan will have on their own interests in North Las Vegas, and are therefore more than willing to help the city develop and implement a program. Most already do business in North Las Vegas, and mentioned creating municipal partnership opportunities or providing services to the city.

#### Additional Insights

Aside from the responses to specific questions, some stakeholders expressed additional insights including:

- Build a sense of pride within the city
- Clean-up business areas first, then housing areas
- Renovate city hall to update image, even painting office areas would improve the aesthetic appeal
- Learn to be visionaries instead of regulators, vital to have a focused vision
- Put key images and messages in everything the city produces
- Create a professional image for the city
- Council must work together as a team with clearly defined, shared vision and goals
- Reinforce the need for positive media communication
- Create a strong partnership with the Community College
- Create an ambiance for the city
- Initiate business/community networking to determine natural allies
- Partner with successful businesses, Lake Mead Hospital or Fiesta Hotel & Casino
- Educate employees on the importance of their role in marketing the city
- Address redevelopment of older areas

- Encourage more Hispanic representation on boards and committees, and eventually city council
- Recognize and promote the positive steps that have been taken and are successful

### Internal perceptions

City employees and elected officials were asked about the internal perceptions of the city held by their co-workers. Most answers seem to indicate that employees would welcome and support an image enhancement campaign designed with a shared mission and achievable goals, that clearly explains their role and the benefits such a program will bring. Employees want a chance to feel good about their city and promote its positive aspects. Creating an image enhancement program that includes employees as an integral element will not only help with employee morale, but will also make it possible for them to accurately communicate the program messages to the public. Stakeholders stress the importance of continually communicating the mission, vision and goals of the program to employees, and considering them part of the implementation team.

### Internal Communications

Communication is a key concern with many stakeholders. According to stakeholders, employees have seen recent organizational changes within the city but are not aware of how these changes affect them directly, their departments or the city as a whole. Several stakeholders are concerned with departmental competitions and a lack of a sense of teamwork throughout the city. Improved internal communications from management and between departments to enhance the spirit of teamwork at the city was suggested by many stakeholders.

Specific suggestions include:

- Developing brown bag lunches with the City Manager

- Managers holding more staff meetings
- Continuing employee recognition day and service awards
- Creating one monthly employee newsletter

#### Management and Organization Audit

In an effort to identify improvement opportunities and resource needs to meet the growing demand for services, the City of North Las Vegas conducted an internal audit of all city departments, except the Police Department, which was done previously. The audit was comprehensive and included appropriate surveys, briefings and interviews of selected employees throughout the organization (Ralph Andersen & Associates [RA], 1999). The objectives for the audit were to:

- Analyze the organizational structure of the city and the subject departments including reporting relationships and spans of control;
- Compare the city organization and the operation of its departments to other similar organizations;
- Review policies and procedures
- Review service delivery systems and customer services;
- Determine current staffing needs and forecast future needs;
- Identify and recommend alternative service delivery methods as may be appropriate and;
- Identify existing and future (10 year out) staffing and space needs for each department included in the audit.

As indicated in the 92 recommendations made in the audit report, the city has many improvement opportunities and resource needs. The city organization is described as one that is struggling to meet growing service and facilities demands. The audit found the current budget



process and document to be inadequate as planning and management tools. The budget can be modified to make it the key operational planning tool for the organization and a means to monitor and report on progress made toward achieving organizational objectives. The audit also found an organization that is effectively led by the City Manager and staffed by employees who are clearly committed to improving the organization and its service delivery to the community (RA, 1999).

Recommendations for city organization were placed into categories related to organization structure, staffing and workload, policies, procedures and service delivery, and future needs. The major recommendation highlights include:

Restructure the city organization. The organization should be restructured to consolidate some functions and to improve service delivery coordination such as creating a new Administrative Services Department, combine functions into a new Community Development Department, combine Building and Safety and Development Services into a single department, move Park Maintenance to the Public Works Department, and combine Street Maintenance and Transportation Operations into a single division in the Public Works Department.

Improve financial planning and management. The audit recommends the development of a program and performance budget document, creating a new Budget Officer position, conducting a financial analysis of the general fund, and routinely preparing five-year forecasts and a fiscal impact mode.

Address important development- related issues. Due to the substantial impact of growth on the city organization, specific recommendations include expansion of the PAC, adoption of the fee schedule for the current building and related codes, the development of standard timelines for

development activities, increasing the use of automated resources for building and development activities and adding additional staff resources for planning activities.

Reallocate Fire Department resources. The Fire Department can better meet current service demands through reallocation of resources such as changing of reporting relationships for fire prevention and training, reallocation of staff positions in fire prevention and training, the assignment of fire prevention inspectors to shifts, and the development of a fire master plan.

Carefully examine ways to meet library service needs. Securing funding for operations for a planned new library branch will be difficult. To address this issue, the audit recommends examining the desirability of combining the District with the Las Vegas-Clark County Library District, exploring the joint construction of the library facility and school facilities, and locating a new facility in an expanding area of the city.

Increase focus on recreation services. Transferring the responsibility for park maintenance to the Public Works department will help increase the focus on recreation services. Also suggested are considering contracting out the operation of the golf course, increase fees to ensure programs are self-supporting, expanding summer camps and recreation programs, contracting with a concessionaire for food service and revising the park and recreation facilities plan.

Improve public works operations. Because the Public Works Department provides a wide range of services related to development and maintenance of the city's infrastructure, consolidation of several functions can improve service response. This would include assigning all divisions under either an Operations Bureau or Engineering Bureau, implementing a fast-track development review procedure, consolidate plan review activities, develop pavement and facilities management plans, and revise the CIP process.

An internal audit deals with issues that can be influenced by the policy of the organization (Ashworth & Voogd, 1990). An overview of the strengths and weaknesses of the city can be developed to form the basis for future policy initiatives. Whereas the internal audit gives direction for policies, the external audit provides insights for developing marketing goals, strategies and tactics.

## IV. Findings and Recommendations

### Marketing Goals

Cities with successful communications experience recognize that sound communications, strategizing, and planning must be a part of all efforts and activities of the organization — from the public works project in a neighborhood, to the telephone call taken by customer service, to the siting of an office park, to the senior management interview and the employee briefing. All are interrelated, and together form the basis of the perception held by customers and the community about the organization.

The marketing goals presented in this section each identify broad issues consisting of much more detailed and specific circumstances. The act of identifying the goals of the communications program helps to focus the public outreach and education efforts. At the same time, once the goals have been identified, it may be possible to implement two or more of them at the same time by using creative communications strategies and tactics. Consistent with sound public relations planning, the purpose of this marketing plan is to ensure that all communications efforts undertaken by the city are strategically aligned to:

- support the mission, goals and objectives of the City of North Las Vegas,
- assure consistency of information and messages,
- ensure widespread internal knowledge of key messages,
- develop an informed employee base,
- establish an identity for North Las Vegas as a service provider, organization and community partner,
- assist the City of North Las Vegas in its efforts to provide excellence in customer service,

- educate and inform target markets about important projects, initiatives, and issues,
- overcome past negative perceptions about the city,
- achieve fair, credible, accurate and frequent media coverage.

It is the objective of this Plan to set out multi-faceted methods that will allow true two-way communication to take place. It will not be enough for the city to simply repeat its messages on a widespread basis. Instead, the city will need to institutionalize a method whereby strategic communications is planned for all areas of business, community, employee, and media relations — all based on consistent messages and objectives.

Through these efforts, for example, a resident will learn about new city programs from his/her water bill insert, from his/her child who learned about it in school, from an article in his/her employer's newsletter, from a visit to a city sponsored event, from an editorial in the paper, and from the way his/her friends' and neighbors' perceptions about North Las Vegas change. All of these consistent, sustained contacts lead to a perception of North Las Vegas as a credible, professional entity.

North Las Vegas' true need is to implement communications strategies on a broad scale throughout the organization in order to establish it as a place to do business, live and raise a family. However, there are also a number of specific issues which must be dealt with within the next eighteen months, and therefore provide a timely starting point for implementing cross-functional, multi-faceted marketing strategies.

#### Issues, Initiatives or Influencing Factors

North Las Vegas has a number of public education and outreach efforts underway that need to be coordinated with new efforts that may result from the development of a strategic communications plan. In a workshop, city staff identified issues, initiatives or influencing

factors that will impact the city's ability to do its job over the stated time period. For purposes of organization, the issues have been placed in categories that include: major initiatives which will be the focus of communications efforts, existing programs for which enhanced communications efforts may be identified, management issues which impact the communications efforts, and communications efforts related to intergovernmental relations.

### Major Initiatives

#### Acquiring 7,500 acres of BLM Land

The City of North Las Vegas is currently negotiating with the Bureau of Land Management to acquire 7,500 acres of land north east of the city. This is the highest priority issue for North Las Vegas and is also one of the most sensitive and complex issues facing the city at the present. By annexing this land to North Las Vegas, the city's growth potential is unlimited. This area would be considered for a master planned community, industrial and business development. It will be important to coordinate the communications program for this initiative to ensure consistent messages are delivered, it also provides an excellent opportunity to reinforce the goals and changing image of the city. It will be necessary to ensure the City Council is adequately informed about the course of the initiative.

#### Infrastructure Replacement

Like many older communities, the City of North Las Vegas is plagued with rapidly aging infrastructure in need of repairs and replacement. Unfortunately, the problems are widespread and will take time to correct. The city must frankly, and repeatedly communicate with residents and business owners about the issue, scheduling, associated costs, and construction impacts in order to assure residents that the issue is being addressed, but also to set realistic expectations.

Incorporating the unique historical value of the city systems can be a positive method of introducing the topic.

#### Internal Audit Findings/Organization Changes

A specific outreach and education program is necessary as North Las Vegas proceeds to implement the recommendations of the Management and Organization Audit finalized on October 5, 1999. The opportunity exists with this initiative to reinforce the city's commitment to better customer service, efficient running of city departments and delivery of services, and working to keep up with the growing community. Clear messages on purpose and need, and the intended improvements from organizational changes should be conveyed to the media, elected officials, businesses and the residents.

#### Existing Programs

##### Redevelopment Areas

The tremendous success of the Downtown Redevelopment Plan, and the adoption of the North Redevelopment Plan, as previously discussed, provides the city with an opportunity to promote its work as well as that of businesses in the community. Because of issues such as eminent domain and relocation, clear messages should be conveyed to the public regarding the purpose and need for redevelopment projects. There may be partnering opportunities with community organizations which will co-sponsor a forum or other events to focus on redevelopment areas. An education and outreach program should be developed directed toward the community at large and potential investors/developers. The City of North Las Vegas can optimize its reach to the targeted audience by working with the North Las Vegas Chamber of Commerce, Nevada Development Authority, developers of industrial parks and other economic development interests and specific businesses.

### Capital Improvement Program

Construction projects will continue all over North Las Vegas for years to come. North Las Vegas spends \$500 per capita on Capital Improvement Program, compared to \$407 per capita spent by comparable cities (RA, 1999). Although public meetings and notification occur now, enhancing the type and frequency of these techniques and adding other ones are an excellent vehicle for educating residents, elected officials, and businesses about North Las Vegas' goals and objectives in this area. Construction projects also provide an opportunity to build good relationships with elected officials as they are notified about projects within their districts, tour construction sites and learn about how North Las Vegas is meeting the challenges of providing facilities or amenities to the growing community, and recognize that North Las Vegas staff can assist them in dealing with their constituents on construction related concerns. Projects that involve intensive efforts are guaranteed to be of concern to businesses and residents, and therefore will also be of concern to elected officials. For these projects, North Las Vegas should consider targeted meetings with businesses or residents affected by construction, in addition to public meetings, doorhangers, and media notifications.

### Customer Service

The recently completed Management and Organization Audit shows North Las Vegas provides more types of services than 64% of responding cities. (RA, 1999). These findings can be a source of positive media coverage that will reinforce and carry North Las Vegas' messages. Examples are: one-stop permitting, processes more than the average amount of building permits, provides more inspections than most other cities, provides proactive code enforcement, provides library services, provides free internet services to library customers, and provides municipal court services.



### Media Relations

Unless there is a coordinated media outreach plan, media coverage is infrequent or may be more negative than is desired. This can be seen through the general lack of coverage of comparatively major North Las Vegas events in the Southern Nevada media market. To be successful in this area, North Las Vegas will have to devote full-time attention to relationship building among various media outlets, and information sharing. Strategies and tactics to accomplish this are summarized in subsequent sections of this report.

### Special Events

The City of North Las Vegas participates in a number of programs such as “National Nite Out” and “Make A Difference Day”. Both provide wonderful media opportunities. The city should simply expand upon its involvement in both programs, promote use of Public Service Announcements, incorporate youth education programs into the effort, and encourage more media coverage. The event also offers the opportunity to educate the community about the city’s goals and participation in community activities.

Events that are co-sponsored with other community groups or are unique to the city because they relate to a specific project or program, should also be developed to increase the reach and effectiveness of these public outreach tools. For example, joint sponsorship of programs with Lake Mead Hospital will bring a new to city and health issues as well as attract different audiences than usual. Also, a special event for North Las Vegas, such as a “state of the city” event, can bring a special emphasis to annual activities of the city, as well as provide a way for City Council members or other policy makers to be involved with city programs.

### Collateral Materials

Collateral materials — like brochures, newsletters, fact sheets, etc. — can and should provide the base foundation of any organizational communications program. The City of North Las Vegas has numerous materials, but because of the size of the organization, they are not typically centralized or easily accessible, and they lack consistency of style, message and appearance. This should be an area of immediate attention. All collateral materials should have a similar look so they are easily identified with North Las Vegas.

Specifically, North Las Vegas needs both a general fact sheet that is updated annually and a general brochure that illustrates how the city plans to accomplish its mission. The city should also consider updating its quarterly, external newsletter featuring timely topics, such business development, and general information about city services and programs, and a page of highlights in Spanish. This external newsletter would target elected and appointed government officials, community leaders, special interests such as business and environmental groups, wholesale customers and the general public.

### Management Issues

#### Employee Communications

The City of North Las Vegas is currently preparing an internal newsletter that incorporates information from all departments. This newsletter vehicle should be routinely measured through employee surveys, to ensure it continues to meet its objectives. Even more important is that the tool not be considered the only means of communication with the employee group. The city may also wish to consider paycheck “stuffers” that provide key and timely information to employees in bulletin format.

One-on-one, face-to-face communication is still considered the preferable source of information to most employees, and research associated with this plan indicates that employees generally desire more information. Not only does staff need to know the direction of the city's marketing plan, but they also need to understand the goals of the public outreach efforts. It is also important that staff be aware of their role in the communication program.

#### Employee Relations/Training

Strong employee communications is the foundation for successful public relations/communications programs in any organization. With a significant percentage of the employee base working directly with customers on a day-to-day basis — through customer service telephone calls, customer visits to pay bills, field personnel visits to residents, engineering meetings for project planning and more. These same personnel can act as positive ambassadors for the organization, but they must be well trained to carry out their responsibilities, and well informed so that they can speak confidently about the activities and initiatives of the organization.

Also mentioned is the desire to hear information about the city from top management — putting a face with the information they receive; and the need to ensure that ALL employees are aware of and understand the operational goals of the marketing plan. The city must develop a process to follow in getting information out to employees routinely.

Since one of the city's goals is to establish an identity for North Las Vegas as a quality service provider in the community, efforts must start with the impressions left by those who interact with customers and community residents every day. The vast majority of employees

want to do a good job and represent the city well, but they need to feel empowered to do so. Empowerment comes with information and training and the security that their organization is behind them.

### Intergovernmental Relations

#### Elected Officials

Relationships with elected officials are key to accomplishing several of North Las Vegas' goals, especially in building a positive city image when inaccurate statements appear in the media or are the subject of a constituent complaint. Establishing a program of regular briefings by the City Manager and a member of the City Council may be one way to achieve this. The development of a policy briefing binder that can be readily updated and used with local, regional, state and federal elected officials and their staff is also a useful tool to establishing good intergovernmental relations.

#### Local Entities

North Las Vegas should not lose sight of the fact that it must have good working relationships with other local entities including Clark County and the City of Las Vegas. Such relationships will be helpful when implementing programs, and partners may be identified for projects of mutual benefit. Having a set of up-to-date information materials clearly stating North Las Vegas' position and accomplishments is essential for maintaining and cultivating local relationships.

### Messages

With the identification of major initiatives and specific issues that will impact the city, key messages can be developed to be used with the strategies and recommended tactics developed for the marketing plan. These messages must be consistent and repeated often, used in both internal

and external verbal and written communications including one-on-one briefings, mailings to interested parties, a media interview, staff meeting, brochure, newsletter or Public Service Announcement. Six categories of messages are recommended, general messages covering the city as a whole, customer oriented messages which relate to specific city services, city image messages that tell what North Las Vegas is and does, messages about success stories, litigation/environmental or controversial issues, and slogans or taglines.

### General

- North Las Vegas provides leadership for future challenges by applying innovative methods to enhance the city's image, economic development and sense of community.
- North Las Vegas is working to ensure a safe and sustainable community where residents can live, work, and play.

### Customer Oriented

North Las Vegas uses your tax dollars wisely in programs and projects that ensure reliable and efficient provision of city services.

North Las Vegas is committed to excellence in customer service and efficiency in the processes of doing business.

### City Image

North Las Vegas is working hard to become a sustainable community and with your help, we can meet the challenges ahead.

North Las Vegas is planning progressive and innovative projects to attract and retain businesses and residents.

North Las Vegas is working with local, regional and national agencies to address growth and development issues.

### Success Stories

North Las Vegas is committed to revitalizing downtown areas, most notably with the Downtown Redevelopment Plan that has allowed for nearly \$10 million per year in property improvements.

North Las Vegas invests more money per capita for capital improvements than most comparable cities.

### Litigation, Environmental, Etc.

Messages that deal with controversial topics should be simple and brief, but contain enough information to address the concern. Comprehensive messages should be developed to address litigation matters, environmental issues, and other current considerations. Having a developed relationship with the media is crucial to the delivery and acceptance of contentious messages.

### Slogan or Tagline

A slogan is a very brief catch phrase that North Las Vegas wants identified with its image or the particular topic addressed. A tagline carries this idea further into a more complete sentence. An important consideration for North Las Vegas is the translation of the phrase in Spanish, it should carry the same meaning and relevance in both languages.

#### Sample slogan.

A city reshaping its future

#### Sample taglines.

The best of all worlds - North Las Vegas

*"Up and coming community on the threshold of greatness"*

## Strategies

The following section discusses strategies that will help meet the communication goals of the City of North Las Vegas. Each of these strategies is applied to specific events, while allowing flexibility to meet unforeseen challenges. The rationale to using a particular strategy, and its strengths in general situations is also identified in this section. The strategies are categorized into five areas of concentration, and address community relations, media relations, governmental relations, collateral materials, and crisis communication.

### Community Relations

Rather than relying primarily on the media to relay information, North Las Vegas' community relations strategy will involve messages being sent directly from the city. Media relations will be discussed later in this document. Direct community relations will be the most efficient with regard to North Las Vegas' major projects and dealing effectively with impacting factors and issues. North Las Vegas identifies public service in its marketing goals. The following strategies emphasize public service, and create proactive actions involving the target audience.

### Advisory Groups

Advisory groups are useful in providing citizens' perspectives throughout a decision-making process and can be routinely used in some format for city projects. Advisory groups can help revise a proposed project, anticipate public reaction to proposed decisions, provide communication between key audiences, inform interest groups about the issues, allow members to participate effectively, and provide a forum for trying to reach a consensus.

Before establishing a new advisory group, consultation with all the key interests will be necessary to ensure the inclusion of all perspectives to make the group credible. It is also

essential to define the limits of the groups' authority – purely advisory or empowered to make decisions – before the group is established. As well as providing input and direction on a specific project, public working groups can form a strong base of allies for the city's programs and future projects.

### Ally Development

Identifying third party allies who can speak about specific issues such as proposed projects, redevelopment issues, and city services is an important factor in enhancing the image of the city. Independent spokespeople bring a new perspective to city messages through op-ed articles, letters to the editor, or speaking on behalf of the city's accomplishments. Business, industry associations, unions, homeowners associations, community groups, and individuals currently involved with North Las Vegas projects should be included in a database of interested parties. All allies should be kept updated on North Las Vegas developments through letter and newsletter mailings, briefings, and site tours.

### Meetings and Workshops

Meetings are the most widely used public participation technique. An effective meeting format should be designed to fit a particular purpose, depending on the status of the project or the goals to which the meeting is geared. It would be helpful to evaluate the success of current city meetings in terms of notification of residents or businesses, involvement of targeted audiences, and the format being used. Based on this evaluation, the city may want to consider a different notification process, format or staff involvement.

Workshops differ from other meeting formats because they have a stated purpose of completing a specific task. Workshops are highly interactive; therefore they don't work well



with large groups. Due to space limitations, workshops are more often targeted at leaders of organized groups or vocal interests than at the general public.

### Special Events

Special events designed to involve the audience, and create a sense of ownership will keep a project or idea in the forefront over the long planning, design and implementation phases.

Special events can be centered on groundbreakings and any other milestones that occur during a project. All of North Las Vegas' communication goals can be reached through a carefully planned special event, including community buy-in, participation by elected officials, and media coverage. Community organizations can be included in special events or the city can participate in already scheduled events sponsored by a community organization.

An event is only effective if the target audience attends and remembers the event in a positive light. Utilizing a "tell them" strategy, with the appropriate materials, will assure the target audience is informed and has the ability to inform others of the success of the event.

1. Tell them you're going to do it (send out invitations, mention the upcoming event in relevant materials, press releases, etc.)
2. Tell them you're doing it now (for the media particularly, send out reminders and make sure all audiences are invited)
3. Tell them you did it (work with the media for coverage of the event, include mention of the event in relevant correspondence, send clips of coverage to important audience members)

### Speakers Bureau

Arranging presentations to key civic organizations, business associations, and other target audiences is one effective way North Las Vegas can communicate with influential people. Slide

shows, Power Point presentations, and visual aids with current data and key messages should be developed or updated if necessary. The presentations need to be tailored to the interest of the particular audience, but can be derived from a general presentation that will be created first as a template. The most important component of an effective speakers bureau effort is a well-trained and comfortable speaker, and a clear, concise and consistent message.

It is also important to have a general abstract, or a few paragraphs of information prepared for submission to organizations in solicitation of speaking opportunities. A master calendar of events is a good tool for preparation for the speakers bureau presentation program. Speakers bureau presentations are not to be confused with general presentations where the city chooses the topic and creates the agenda or presents information about its accomplishments, project status, etc. These are also valuable opportunities to reach targeted audiences and should also be pursued.

#### Open House Meetings

An improvement over the public meeting format, the open house format can offer a great number and diversity of interested people the opportunity to obtain information and register their views in an informal and relaxed manner. Interested parties can drop in at a central facility during announced hours to view displays, ask questions, or discuss issues with city staff. Handout materials should be available, and the primary characteristic of the event is a free-flowing conversation directed by the visitors. Open houses or information fairs can be promoted by a joint sponsorship with a stakeholder group, or by personal invitation, radio promotions/remotes, supporting advertising, bill inserts, and newsletter articles.

### Project and Facility Tours

Tours will help give North Las Vegas audiences the opportunity to view first hand how projects are impacting the city. They also offer an opportunity to speak with technical experts about issues of concern. The city already conducts an annual Economic Development Tour designed to show business people and residents what is new in North Las Vegas. The tour is sponsored by the North Las Vegas Chamber of Commerce and successfully targeted at growing businesses, businesses looking to relocate, residents, and the media. This type of tour can be used to highlight redevelopment areas and the 7,500 acres when it is acquired, and positive changes that city is making.

### Exhibits/Displays

Exhibits or displays can be used in conjunction with public meetings, industry events, special events, and in public building lobbies. All exhibit and display materials should be coordinated to reflect the messages and look of the city. Several mix and match displays may be needed for use by various city departments, for example the Development Department for an industry tradeshow and the Human Resources Department for a recruitment fair. Easy to assemble displays can be created to give the city a professional look at any event.

### School Projects

The development of a school projects program should be evaluated to meet a broad range of communication goals. A brief North Las Vegas history or city government curriculum can be developed for several grade levels and distributed to History, Government or other interested teachers in North Las Vegas schools. Letters and fact sheets for parents about city services, projects and positive programs can be incorporated into the lesson plans. School projects can

also involve field trips, or could be linked with special event days. This type of event could also serve as an exclusive pitch to a television station.

### Media Relations

The media is both an ally for public outreach and education, and an audience to be educated. It is important for North Las Vegas to establish relationships and be a resource for reporters. Underestimating the power of the media to sway public opinion can mean defeat for the city's image enhancement efforts. North Las Vegas will have to first identify an approved spokesperson, provide media training and adopt consistent messages about the city.

### Research

Research will play a key role in enhancing and maintaining media relations to increase public information on the City of North Las Vegas. Research should include compilation of previous coverage, creating an updated media list with information beyond phone and fax numbers (such as news editors, community representatives, editorial board members, e-mail addresses, and editorial calendars), and identifying the differences between working with English and Spanish speaking media. Research into the media habits of residents and key audiences can ensure North Las Vegas targets its media relations efforts wisely.

Media training or retraining is very important for the City of North Las Vegas because many media calls are handled directly by the head of a department such as Police or Public Works. Issues that need to be covered include how to handle reporters' calls, how to prepare for an interview, and how to formulate key message. Media training also defines the dynamics of an interview, what a reporter controls and what the interviewee controls.

### Background Editorial Briefings

One of the most effective ways to initiate a positive relationship with the media is to establish a clear and open line of communication with key reporters. It is, however, a delicate balance between keeping reporters up-to-date and opening a project or issue up to media scrutiny. A good first step is to hold background briefings. Background briefings are informal, but on the record, meetings with one or more reporters and members of city staff or a project team. This is an opportunity for reporters to learn about an issue or project and ask questions of decision-makers and key staff members. It cannot be assumed that because a reporter covers North Las Vegas, they understand and/or are relaying the core messages. For the media to be a useful tool for delivering North Las Vegas' messages, it is important to hold periodic briefings where the same information is repeated, stressed and linked to a variety of issues that the media outlet covers.

### News Releases

News releases are designed to interest the media in doing a news story, or to provide updated information to the media in a timely, and equitable manner. Disseminating city information to all media outlets simultaneously is crucial to maintaining good relations with reporters. News releases are most effective if followed with personal contact to increase chances for coverage and clarify questions the editors may have. It is important not to rely solely on news releases, however. News releases will not take the place of establishing personal relationships with reporters and making follow-up calls for key events.

### News Conferences

News conferences are one way to stimulate the interest of the media into developing news stories. The particular value is that the city's spokesperson will speak directly to the public. However, news conferences should be reserved for major announcements or for a time when a well-know spokesperson is available. An annual "State of the City" address puts a creative spin on traditional news conferences and is an innovative way to assure coverage.

### Public Service Announcements

Radio and television stations broadcast without charge a certain number of public service announcements (PSAs) on behalf of charities, government agencies and community groups. They are likely to run announcements of public meetings, events, or other opportunities for the public to participate in government decision making.

### Op-Ed Articles/Letters to the Editor

Allies can submit op-ed articles (articles expressing a particular point of view that are published in the editorial section of the newspaper) and letters to the editor. Since stakeholders are more inclined to trust independent, third party spokespeople than the media or government officials, this is an opportunity to use the media as a forum for getting the city's message across.

To be effective, op-ed articles should be developed surrounding timely issues, and signed by authors appropriate to the area or publication (i.e. a local community leader, elected official or a local expert).

### Trade Publications Pitches

It is important to provide trade information about a project or issue to trade publications so that it is included in related coverage. Researching trade publication's editorial calendars will

help identify the issues or topics they will be covering throughout the year. This is yet another way to reach local media and policy makers, who rely heavily on trade media for information. For example an article in American City and County would be another avenue to reach elected officials and educate them about North Las Vegas. Article reprints with the publication's masthead can be used in media or information kits.

### B-roll Footage

"B-roll" footage are visuals without a voiceover and can depict a project's purpose, the community's need for a service, describe milestones, or give a brief overview of an issue. B-roll is useful when working with television news producers, who can incorporate it into stories when they otherwise would not have the resources to shoot the footage themselves.

### Governmental Relations

Local and regional elected officials are a key audience for North Las Vegas messages. Elected and appointed government officials need to be knowledgeable about North Las Vegas projects, goals and programs. By continually updating elected officials on projects or program in their specific region, there will be a higher probability of gaining their support.

### Research

Elected officials must be recognized for more than just the region they represent, but also for their role within the overall government structure. North Las Vegas must continue to work to develop, enhance or maintain relationships with legislative representatives or staff of House and Senate Committees in Carson City and Washington, D.C. These relationships will help when obtaining funding or legislative actions. It is important that both city staff and council members establish contact with influential legislators in order to improve their understanding of the issues and goals that are affecting the city.

### Follow-up

Follow-up to an initial contact is key to maintaining an open door. After a meeting with an elected official or an inquiry by an elected official to the city, there may be opportunities for additional contact. Follow-up with elected officials could include personal briefings, inviting them to resent awards in their district, or requesting they serve as the featured speaker at a groundbreaking or city event. It is also important to provide information before it is requested – for example, providing a list of North Las Vegas contact people on redevelopment projects in a legislator's district can help enhance the city's relationship with that legislator.

### Briefings

Briefings should consist of a personal visit or at least a phone call to inform government representatives before an action is taken. Briefings often lead to two-way communication, as valuable information may be received in response to a briefing announcement. It is particularly important to provide briefings if North Las Vegas actions relate to politically sensitive issues in a community or region.

### Policy Binders

Compiling relevant project or issue information in an easy-to-reference manner is a simple way to keep elected officials and staff up-to-date. An effective method is to create a three-ring binder that contains background and current information in a tabbed form, with room for additional material to be added. Items to include are general fact sheets, a one page description of key North Las Vegas efforts, relevant brochures or commonly asked questions, citizen's committee recommendations, relevant news articles, key maps and visuals, schedules, and a listing of key city personnel.



### Project and Facility Tours

These tours function much the same as explained in the previous “Media” section. Government officials can sometimes be included in what was originally intended to be a media tour, if the individual wants to see a project first-hand and provide comments to print or TV reporters present at the time. Elected officials should always be notified if the media will be present at any North Las Vegas event he or she is attending.

### Collateral Materials

There are a variety of collateral materials North Las Vegas can, and already does, utilize to provide information. No matter what shape information takes, the material should follow a consistent style, format and appearance for it to easily be identified as deriving from the City of North Las Vegas. The new city logo should be used consistently throughout all materials, either in the specified colors, or black and white. With a consistent look, collateral materials can be “mixed and matched” for use with specific projects or events and will match city display set-ups. Following are some of the most frequently used materials to reach communities, businesses, and the media.

### Marketing Kits

A marketing kit provides a summary of the key information people may need on North Las Vegas or a specific issue. Typically, a kit consists of a folder with pockets that contain fact sheets and brochures, short summaries of specific topics or key studies, reprints of positive media coverage, newsletters, etc. Again, pieces can be “mixed and matched” to provide information to specific target audiences.

### Fact Sheets

One-page fact sheets should be developed to include in the marketing kits, used separately at briefings for to answer requests for information. Creating a template for frequently used fact sheets will be helpful for updating the information and ensuring that North Las Vegas material is consistent and easily identified.

### Commonly Asked Questions

A brief list of commonly asked questions and answers about a project, process or issue is also an easy tool to convey information. A question and answer format is especially helpful with issues such as city services. The Q&A should be included in marketing kits and policy binders.

### Newsletters

Newsletters are a means of sustaining interest and updating key audiences about issues faced by the city as it implements its marketing plan. Although they should be brief, newsletters provide far more information than can be communicated through the news media. They provide a means to ensure accurate and timely information is disseminated to target audiences. A newsletter can also be used to explain technical information to a general audience. Newsletter can be more user-friendly and inviting with the use of interesting graphic designs without making them look too expensive.

### Web Page

This is a preferred source of access to information for a growing number of audiences, and further identifies North Las Vegas as a professional, cutting-edge city. However, because the Internet is seen as providing the most up-to-date information, the city should keep its site current by updating information frequently and listing it with the appropriate search engines. The

newsletter should also be posted on the web page to get further mileage out of this effective communication tool.

### Video/Slide Shows

Brief 10- to 12-minute videos or slide shows are a great tool for giving a concise, accurate and consistent summary to audiences. Both are easily modified, and videos can be distributed to television stations to use in community segments as well as to libraries, schools, chambers of commerce, and others that request a copy. Bilingual versions are especially useful for many North Las Vegas audiences.

### Crisis Communication

An important factor in any communication plan is to form a plan of action for crisis situations in advance. Being prepared allows immediate control of a situation, as opposed to having the media determine for themselves what is newsworthy and run with their story. Crisis communications efforts can be addressed during the city's media training. The following crisis communication steps should be followed as soon as a situation is identified.

#### Identify a Media Spokesperson

In a crisis situation it is important that the city speak with one voice. A set of detailed guidelines should be developed as part of the city's communication policy, for selecting the correct spokesperson in specific and sensitive areas. Thorough training should be provided at every level for the people who are selected.

#### Identify Key Messages

In a crisis, it is imperative that communications be accurate, consistent, timely, clear, complete and responsive. Other key elements to convey in key messages are empathy,

responsibility and action. The spokesperson should clearly state what the situation is, acknowledge its importance, and then state what actions are being taken to resolve it.

### The Media

Daily status report news briefings should be planned for a regular time so the media will know when and where to expect more information. This will help ensure they receive information from city staff versus finding out themselves using their own tactics. During this time, it is especially important to be available and responsive to media inquiries.

### Internal Briefings

It is recommended that city staff, contractors, council members, etc. be informed as soon as possible about who the spokesperson is, and the telephone number to give out to put people in touch with this person. It is vital that North Las Vegas employees understand their role in crisis situations. Confusion over who the media and concerned citizens should deal with will only exacerbate the problem. Immediate, internal briefings will eliminate incorrect rumors from spreading and the release of inaccurate information.

### One-On-One Briefings

Personal phone calls to key elected officials should be made as soon as possible. Citizens' and media questions will reach elected officials very early, so it's essential they be called immediately by a city spokesperson with factual data.

### Follow Up

Once the "emergency" activity has settled somewhat, the city should send a written notice from the Mayor to all key elected officials, resource agencies, interest groups, and the media to reinforce the steps being taken, as well as what can be expected as the situation is resolved.

### Recommended Tactics

The purpose of this strategic communications and marketing planning effort is to review the communications program with the city and identify ways to augment the existing program, and identify areas for improvement or implementation of new program elements that will meet the needs of the goals of the city. Implementation decisions must be made with staff and materials resources in mind. It may not be possible to implement every recommended tactic, yet, it is crucial to explore all the ways that North Las Vegas can successfully reach its audiences and consistently send its marketing messages. The city's Project Team will determine the department or individual responsible for carrying out each recommended tactic, however most elements would be most effectively coordinated by a Public Information Officer or department.

Although advertising is an important part of any marketing plan, it should not be the focus for the city's efforts at this time. A "feel good" campaign, which includes television and print advertisements is suitable for newer communities, and has been used successfully in the Las Vegas Valley by areas such as Summerlin, however, it does not go deep enough to change the perceptions that exist about North Las Vegas. The following list of tactics does recommend some advertising, but stresses a more grassroots approach to marketing the City of North Las Vegas.

The tactics have been grouped to correspond with the categories in the previous strategies section. Several of these tactics apply to more than one category, for example, newsletters will appear under "community relations," but are also a useful tactic with government officials. Other tactics, such as database development and management, are key to overall efforts, and are listed as "basic".

### Basic

- Develop the 2000 North Las Vegas image enhancement campaign based on the city's adopted goals and messages. Promote all city initiatives, programs, and projects using the campaign themes, slogans and taglines.
- Utilize and update existing databases so that material can be easily targeted to various audiences. The database will provide a mailing list for newsletters, interested parties mailings, special event invitations, public hearings and other targeted communications pieces.
- Establish a core group of citizens and businesspeople who understand the city's mission and support its activities to accomplish that mission. These third parties can assist North Las Vegas in educating community members, the media, industry and business leaders, and legislators about the city's efforts to become a place where people can live, work and play.

### Community Relations

- Utilize the support of employees for implementing an image enhancement program. Employees should be considered part of the overall communication strategy as message carriers and ambassadors of positive community relations.
- Identify a core group of staff to participate in a speakers bureau. Conduct speakers training to increase the comfort level of speakers and ensure message consistency.
- Solicit speaking opportunities with targeted audiences to promote the adopted goals and mission of the city, focusing on business and community groups. Target three general speaking engagements per month. Resources permitting, plan for a "roll-out" (begin the process) in February 2000.

- Form a public working committee, representing a wide range of community stakeholders, with a specific mission and a tight set of operating ground-rules. North Las Vegas staff should identify the committee objective related to a specific task – for example developing a plan for acquiring and developing the 7,500 acres of BLM land.
- Compile a list of “interested parties” from community presentation or events, citizen committees, and redevelopment tours. This list will be composed of people who are interested in receiving information about the city, or people with whom the city wants to maintain contact to ensure they are aware of the city programs or projects. Periodic letters should be sent to the interested parties list to provide them with the latest updates on city initiatives or issues. A mail back comment sheet should be incorporated for easy communication of opinions.
- Establish a telephone information-line to promote upcoming city events, business opportunities, or new streamlined city processes. The hotline number should appear on all collateral material and city communications.
- Identify an event that the city can sponsor annually. This event should be unique to North Las Vegas, possibly drawing on its history or an historical landmark such as Kiel Ranch. Co-sponsors for the event can come from the third-party city allies list.
- Coordinate North Las Vegas communications with those of the North Las Vegas Chamber of Commerce, Nevada Development Authority (NDA), and other local business organizations to ensure clarity and consistency of the city’s message, as well as to take advantage of any joint opportunities that are identified.

- Create and place television, radio and print advertisements showing unique aspects of North Las Vegas. Emphasis for advertising should be outside the Las Vegas Valley, to attract new residents and businesses.

#### Media Relations

- Identify the top four North Las Vegas issues and develop a 90-day action plan to seize or create immediate opportunities for local, regional, state or national news coverage.
- Produce and distribute “B-roll” footage to local, state and national television as needed to support story ideas or news coverage on North Las Vegas.
- Identify a list of “good news” stories that help convey North Las Vegas’ messages, such as the implementation of a marketing and image enhancement program. Pitch the stories to feature story reporters, both print and electronic, in both English and Spanish media. Target one placement per month and track the message consistency.
- Review customer service activities to identify opportunities for feature stories that also serve to convey the city’s messages.
- Schedule media training for staff who may act as spokespeople for the City of North Las Vegas. Ensure spokespeople are identified and procedures established for media responses, especially as related to questions regarding litigation or other legal issues.
- Improve the flow of information to the Public Information officer for news releases and other purposes.

#### Governmental Relations

- Identify, on a map that delineates North Las Vegas boundaries, major redevelopment projects, existing and planned industrial and business parks, and public works projects.



Provide this information in on-on-one briefings for city council members and legislators.

A one page fact sheet with contact information should accompany the map.

- Establish regular briefings with local, state, and federal elected officials to keep them up-to-date about North Las Vegas issues. Policy binders should be distributed during these briefings.
- Analyze opportunities to interact and work with other local governments, as well as regional agencies, to enhance relationships and cooperative ventures, such as funding for libraries.

#### Collateral Materials

- Evaluate existing information materials and update them to reflect the city's marketing messages. For example, city services brochures need to be revised to include information about improvements being made to city processes and customer service needs.
- Update the North Las Vegas newsletter to reflect the city's enhanced image and cover more areas of information, including a business development section. Highlights of important events and stories should be printed in a Spanish section of the newsletter because of the large Hispanic population in North Las Vegas, especially in the downtown area.
- Consolidate existing internal newsletters into one monthly piece that can be used to update employees on key North Las Vegas initiatives. Develop an internal e-mail notification for employees to keep them abreast of fast-paced projects or programs between newsletter publication dates.
- Establish a public information material clearinghouse with the Public Information Officer as an initial step to ensuring material consistency in terms of format, design and message. Work toward centralized approval of materials prior to production.

### Plan Measurement

Public awareness and image campaigns can be difficult to measure. Public perception can change by the minute. Unlike product advertising, place marketing deals in intangibles for the most part, as opposed to providing concrete items that can be counted and compared to quotas or goals. However, some potential gauges to evaluate the effectiveness of recommended tactics, upon implementation are:

- Public perception via polling or focus groups
- Business retention rates
- The rate of new businesses opening in North Las Vegas
- The rate of new residents moving to North Las Vegas
- Expansion rate of business plazas in North Las Vegas
- An increase in construction permits within a targeted area, for office space and new homes
- Frequency and accuracy of media stories, including placement of feature articles.

Households reached can be assessed using circulation, reach and frequency numbers for each publication.

- Chamber of Commerce membership increases
- Community turnout at city events
- Positive feedback or construction comments about the image enhancement program or specific activities from the public and stakeholders

## V. Conclusion

The City of North Las Vegas will be engaged in several major initiatives and high profile issues as it seeks to develop a professional and positive image that will attract and retain residents and businesses. That is the message that needs to be conveyed to a wider audience than has been addressed to date. Support for the implementation of strategic marketing activities needs to be broad based and community-wide. A planned and carefully implemented marketing and communications program will increase the visibility of North Las Vegas and be an effective and much needed tool to change the negative perceptions about the city, attract business and investment, and create a community where residents can live, work and play.

In developing the marketing plan, the process used included analysis of the market, defining the city as a product, establishing the goals and strategies of the marketing plan, and determining the “marketing mix” to be used to attain the city’s marketing goals. During this process, I learned that developing a marketing plan can be difficult because of the political perspectives most of the internal and external stakeholders bring to the table. While most of the elected officials were positive in their responses to city needs and challenges, city employees and external stakeholders were more negative in their perceptions and possibly a little more honest in their answers. This difference in perspectives made determining the city’s true weaknesses and opportunities, and developing goals to successfully market the city difficult. For future planning purposes, I would recommend a survey of residents to get a truer picture of the attitudes that exist in the community and to determine if the image of North Las Vegas is really the city’s biggest weakness. For economic development purposes, I would recommend an additional twenty stakeholder interviews focusing on industries not doing business in North Las Vegas to determine their reasons and what they look for when they locate their operations. Another area

underutilized in the research process is the Hispanic community. In North Las Vegas, close to 45% of the downtown population is Hispanic. This influential group will be important to any marketing efforts the city will undertake.

In the near future, most cities will face the task of developing a plan to attract and retain businesses and residents. Hopefully the plan developed for North Las Vegas can serve as a guide for their endeavors.

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## Appendix A

City of North Las Vegas  
List of Stakeholders Interviewed

<u>Name</u>	<u>Organization</u>
Dan Tarwater	City of NLV Human Resources
Shari Buck	NLV City Council Member
Stephanie Smith	NLV City Council Member
John Rhodes	NLV City Council Member
Pat Importuna	City Manager
Michael Montandon	NLV Mayor
Doug Puppel	Business Editor, Review Journal
Frank McRae	Nevada Power Company
Neil Holder	NLV Chamber of Commerce President
Otto Merida/Rose Dominguez	Latin Chamber of Commerce President
Dr. Moore	CCSN
Somer Hollingsworth	NDA
Katrina Ferry	NAIOP
Dave Galyen	NLV Police Officers' Association
Robert Lewis	Lewis Homes (Kauffman & Broad)
Randall Hempling	Lake Mead Hospital
Irene Porter	Southern Nevada Home Builders
Klif Andrews	Pardee

## Appendix B



City of North Las Vegas  
Stakeholder Interview Questions

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

Organization: \_\_\_\_\_ Title/Position: \_\_\_\_\_

Date: \_\_\_\_\_ Time: \_\_\_\_\_ Location: \_\_\_\_\_

Interviewer: \_\_\_\_\_

*The City of North Las Vegas is developing a marketing plan to reshape the city's image, support business redevelopment and improve business retention rates. Our purpose in conducting these interviews is to identify what opinions, perceptions, and attitudes exist about North Las Vegas and the issues facing the project team. Your responses will help us determine the messages and tools needed to effectively communicate program information to the public.*

1. What perceptions do you have of North Las Vegas? Where did you get your information?
  
  
  
  
  
  
  
  
  
  
2. What suggestions for change, or direction, do you have for the city in the next 3-5 years? Goals?
  
  
  
  
  
  
  
  
  
  
3. What is the industrial base of North Las Vegas and how can we build on this?
  
  
  
  
  
  
  
  
  
  
4. What are some obstacles that make it difficult to do business in North Las Vegas?
  
  
  
  
  
  
  
  
  
  
5. What amenities would you like to have in North Las Vegas?

6. What are your perceptions of North Las Vegas police services? Fire services? City services?

*Now I'd like to slightly change my line of questions:*

7. What do you think are the top three "selling" points for the City of North Las Vegas?

8. What is the best way to communicate with the media?

9. What groups or individuals do you think are the best message carriers for information about the City of North Las Vegas?

10. What significant challenges do you feel the project team will face in developing and implementing an image enhancement program? Opportunities?

11. What role can you play in the city's image improvement program

12. Is there any other insight you would like to share about North Las Vegas?

13. This is a list of the stakeholders we are also talking with. Are there other individuals you feel we need to be talking to?

*Additional Questions for City of North Las Vegas employees:*

14. What do you hear your co-workers saying about the City? Internal perceptions?

15. What do you think about internal communications?