



**POWERING
PUEBLO**

COMMUNICATION PLAN

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GOALS, APPROACH & STRATEGIES

GOALS

Educate the Pueblo community about the energy options available to them.

Help Pueblo residents understand the role of the Commission in the decision making process.

APPROACH

Meet people where they are.

Communicate in a phased message approach.

Focus on visual communication to aid with understanding.

Create tiered levels of depth for the different audiences and different communication platforms.

STRATEGIES

Meet people where they are to provide easy access to information.

Simplify messaging and visuals to facilitate quick consumption of key messages.

Leverage Commission members, City staff, regional stakeholders and other champions as communication conduits.

Provide fact-based messaging to establish Commission communication tools and outlets as a trusted source of information.



COMMUNITY SURVEY RESULTS



S.W.O.T. ANALYSIS

STRENGTHS

- Organizational commitment to communication and transparency
- Residents have a vested interest in the outcome of the community conversation

WEAKNESS

- May be a perception in the community that the Commission is seeking a predetermined outcome
- Existing communication tools and efforts focus on the City of Pueblo, regional communication processes have not been established yet

OPPORTUNITIES

- Create a consistent identity to increase awareness of the Commission's goal
- Development of a consistent and reliable communication program to share information
- Help residents understand the options that are available to them when it comes to their power

THREATS

- Several groups are part of the discussion which can muddy the message
- Complicated nature of utility services make communication a challenge
- Ensuring that residents know the options that are available and the process the Commission will take to make their decision



AUDIENCES

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PUEBLO RESIDENTS

Engaged and under-informed, Pueblo's residents are the largest group in the region being serviced by Black Hills Energy. According to a recent citizen survey, Pueblo residents have indicated they are in favor of supporting a small tax increase to establish a municipal electric utility. Residents are also highly critical of their local government with most being dissatisfied with City leadership. Strategies that simplify the message and make information easy to access are critical.



AREA RESIDENTS

Black Hills Energy services other regions and communities around Pueblo. These groups may be smaller from a power use perspective, but the recommendation made by the Commission affects them as much as Pueblo residents. Strategies that incorporate regional efforts and partners are important.

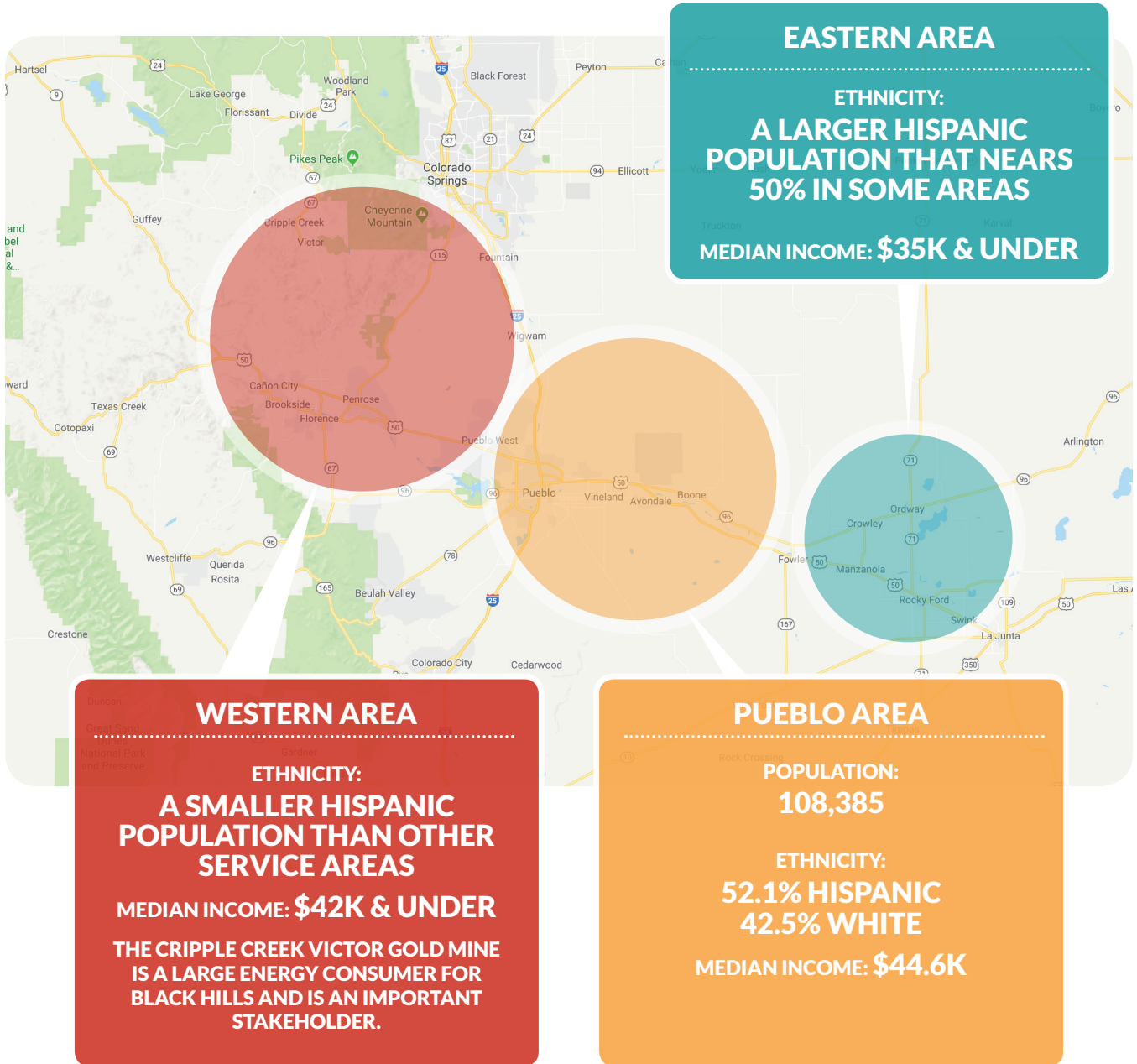


ENGAGED STAKEHOLDERS

This group includes Commission members, City staff, and Pueblo's Energy Future community members, elected officials from impacted communities, major electric users, etc. They represent highly engaged residents and businesses and this group is a key segment. It requires education as well as resources so that they can act as ambassadors for sharing accurate information with the public.



BLACK HILLS ENERGY SERVICE AREA INFO:





COMMUNICATION PRIORITIES

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The priorities identified serve as the overarching goals of this communications plan. *Strategies and actionable tactics that can create a more effective plan follow each priority.*

PRIORITY #1

CLEARLY DEFINE PUEBLO'S ENERGY UTILITY CHALLENGES AND THEIR APPROACH TO FINDING SOLUTIONS

PRIORITY #2

CLEARLY EXPLAIN THE CURRENT SITUATION AND OPTIONS

PRIORITY #3

ENGAGE RESIDENTS AND STAKEHOLDERS IN FINAL RECOMMENDATION



KEY MESSAGES

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PHASE 1:

The Pueblo community has expressed concern with their service from Black Hills.

Residents are unhappy with the rates and rate increases.

The business community has indicated that rates are a barrier to economic development.

The City is kick-starting a conversation about electric utility services because we can lead a non-biased conversation of options.

Should the community decide to localize, the City will play a large role in making the change.

Options range from re-negotiating agreements with Black Hills, to creating a local Public Power utility.

The Energy Utility Commission was established to lead this discussion and make a final recommendation to the City Council.

The Commission has launched a financial feasibility study.

This will look at how much the different options will cost and the impact those options have on rates.

The feasibility study will determine our next steps.

In the meantime we want to hear from you.

Engage with us through our online survey.