



CITY OF LOVELAND

2021

COMMUNICATION AND
ENGAGEMENT ROADMAP





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A roadmap for how the City of Loveland will communicate, engage, outreach, and collaborate with partners, the community, and employees.

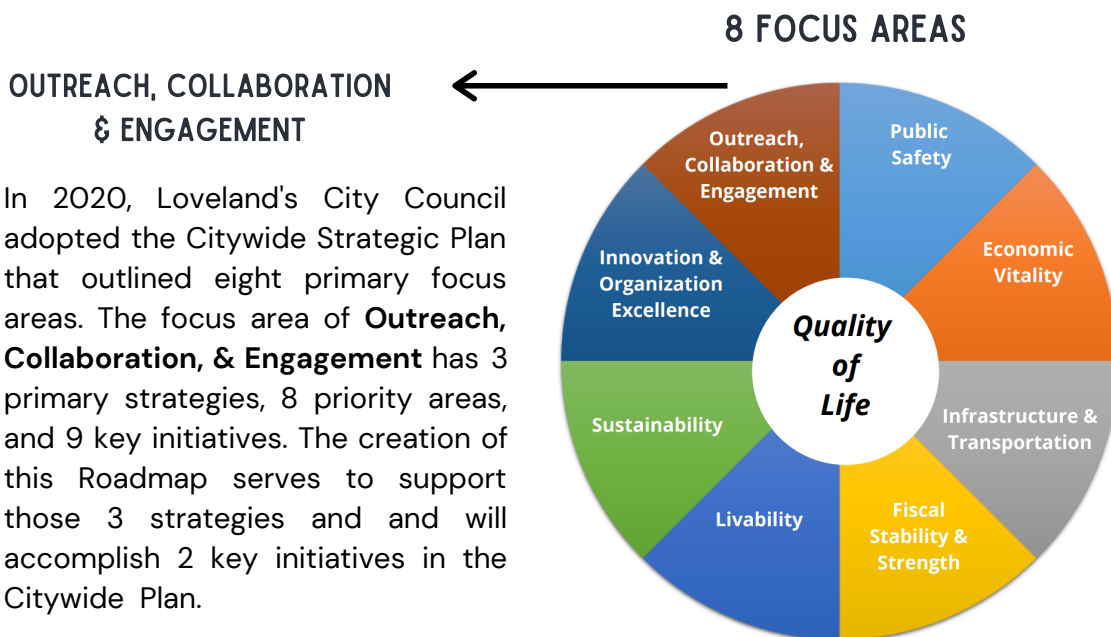
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ROADMAP

The City of Loveland has the opportunity to inform, engage, collaborate, build connections, and manage the City's brand every day. This roadmap is intended to outline the City's priorities and approach in the areas of communications and engagement by explaining what our stakeholders can expect from us. This roadmap was developed in response to a City Council request for a formalized communication and engagement plan that aligns and furthers the Citywide Strategic Plan and City Council interests.

The Communication and Engagement Roadmap identifies the proposed strategies and initiatives for sharing information internally and externally, engaging with the community, collaborating with partner agencies, and fostering transparency and inclusive decision-making. While this roadmap sets a workplan for a 24-month period, it is still a living document subject to changing priorities. Specifically, this roadmap furthers the City's Strategic Plan focus area of Outreach, Collaboration and Engagement.

Strategic Plan Alignment



In 2020, Loveland's City Council adopted the Citywide Strategic Plan that outlined eight primary focus areas. The focus area of **Outreach, Collaboration, & Engagement** has 3 primary strategies, 8 priority areas, and 9 key initiatives. The creation of this Roadmap serves to support those 3 strategies and will accomplish 2 key initiatives in the Citywide Plan.

CITYWIDE STRATEGIC PLAN - OUTREACH, COLLABORATION, & ENGAGEMENT

STRATEGY 1: COMMUNICATE TIMELY, COMPLETE INFORMATION TO THE PUBLIC

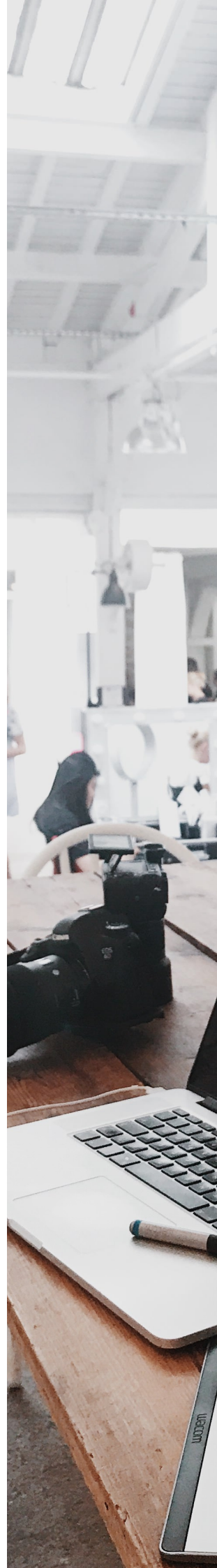
PRIORITY A: THE CITY HAS COMPREHENSIVE CITYWIDE COMMUNICATION STRATEGY AND COORDINATED IMPLEMENTATION PLAN

KEY INITIATIVE 1: DEVELOP CITYWIDE COMMUNICATION PLAN

STRATEGY 2: ACTIVELY SEEK CITIZEN ENGAGEMENT

PRIORITY C: MEANINGFUL ENGAGEMENT OPPORTUNITIES ARE FACILITATED ACROSS THE CITY FOR DIVERSE PURPOSES

KEY INITIATIVE 1: DEVELOP AND IMPLEMENT ENGAGEMENT PLAN

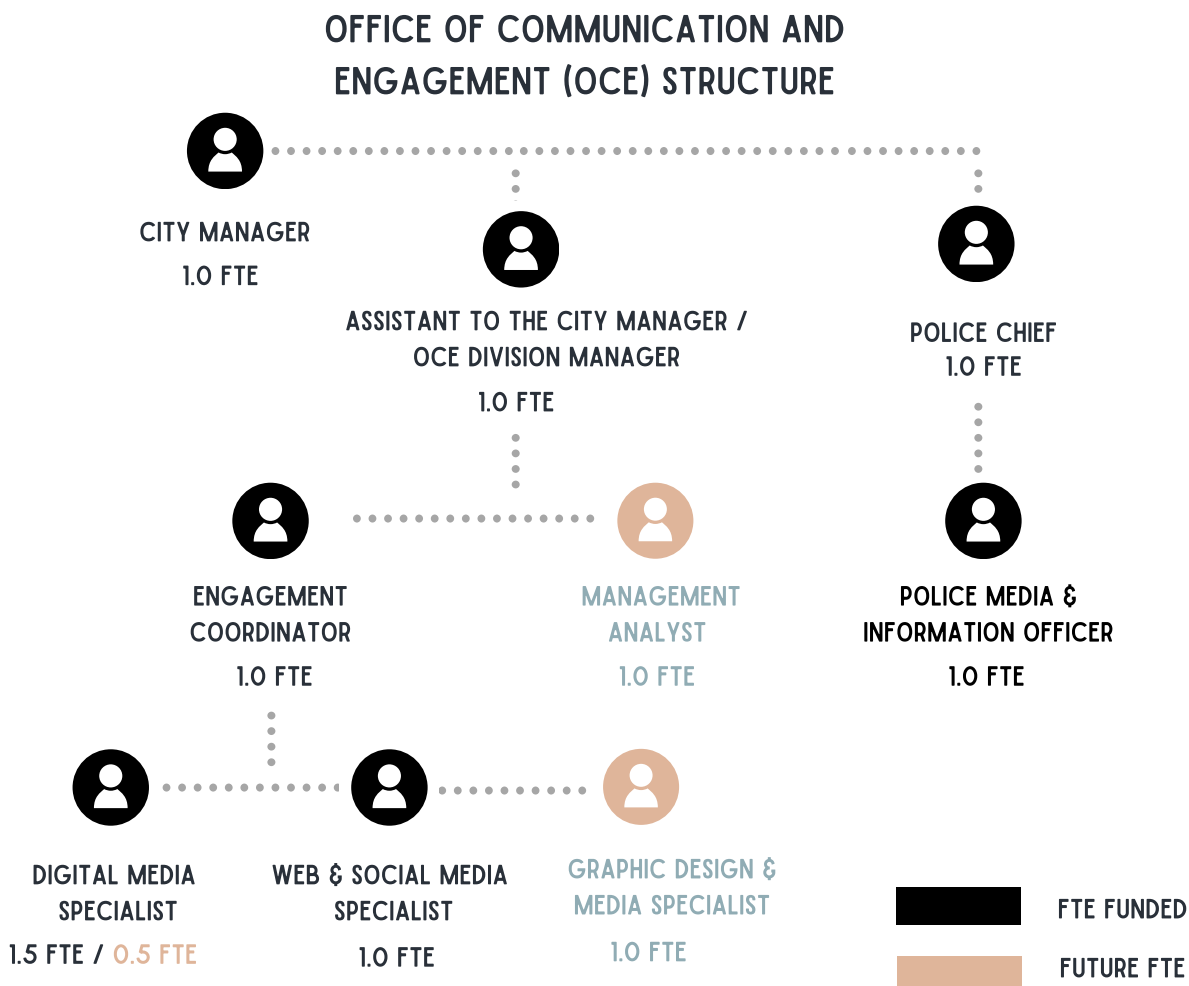


Office of Communication and Engagement

Communication and engagement functions at the City of Loveland have historically been decentralized. With only 3.5 centralized full time equivalent (FTE) positions, most departments and divisions lead their own efforts around communications and engagement, resulting in a diverse output that often lacks consistency. Recognizing that certain departments and divisions have business needs unique to their service area, some form of decentralized communications and engagement functions will always exist.

Considerable efforts are being undertaken to centralize more communication and engagement functions, which are outlined in this roadmap. While developing the roadmap, division functions, duties, and naming were closely evaluated. Formerly titled the Public Information Office, the division has been rebranded as the Office of Communication and Engagement (OCE), to better reflect our priorities and responsibilities. As an organization, we have moved beyond the lens of just informing the public. Presently, we must inform, engage, collaborate, and outreach to our community members and our employees.

While some departments are better resourced for communications and engagement work than others, additional centralization and restructuring was undertaken to accomplish more objectives in this area. The image below shows the transition in staffing resources to a more centralized approach, with future opportunities specified if additional resources are subsequently identified.



OUR FOCUS

1 Build Public Trust and Confidence

Building trust and confidence with all stakeholders is a top strategy of Citywide communication and engagement efforts. Each day the City has the opportunity to enhance or detract from its credibility through its written and spoken words, actions, and inactions. A few negative events can erode years of confidence and credibility with the public, and in some instances trust is not regained. There will be instances where City actions and decision-making will be questioned and having established trust with community members can help bridge any gaps in understanding. OCE will continually seek to improve community relations through involvement opportunities.

Priorities for building trust and confidence internally and externally:

- Be honest and share openly
- Be consistent
- Quickly address misinformation
- Act within authority and expertise
- Demonstrate accountability
- Provide oversight on external messages

2 Proactively Communicate, Collaborate, and Engage

Community engagement is consistent two-way interaction that includes sharing, listening, and responding with the intention of creating mutual benefit. Engagement is necessary to ensure buy-in and ownership of issues, sustainable decision-making, and meaningful results. Loveland will readily collaborate with neighboring communities and stakeholders to progress local and regional efforts.

In order to effectively communicate, collaborate, and engage with City stakeholders, all efforts need to be proactive and timely. All City communications will impart important and relevant information to stakeholders, including the correction of any misinformation. Proactive communication provides opportunities to 'tell our story', relaying City priorities, and intentions. In the absence of proactive efforts, other agencies will step forward to claim our narrative. In addition to external messaging, OCE will be responsible for internal communications and citywide engagement for employees.

Priorities for proactive communication, collaboration, and engagement:

- Proactive and timely messaging
- Produce succinct and meaningful communications
- Collaborate with neighboring agencies and regional stakeholders
- Engage in regular two-way dialogue to foster community engagement
- Outreach and connect diverse residents and stakeholders
- Lead and curate internal messaging for employees

OUR FOCUS

3 Foster Transparency and Inclusive Decision-Making

An underlying value of public participation is that those interested or impacted by decisions have the right to shape the process. Involvement efforts must ensure that the public has the chance to be truly influential. Participation that is too late in the process, or absent of the ability to affect change will erode transparency and trust. While not every undertaking is suited for public involvement, it is very important that the City takes time to outline why, and in what manner decisions were made. Being forthcoming with information, explaining processes, failures, and offering opportunities for involvement fosters more trust in the outcomes. With the goal of achieving more acceptable and inclusive decisions, the solicitation of community input and explanation behind decision-making will help strengthen community relationships.

Priorities for fostering transparency and an inclusive environment:

- Seek to understand community interests and priorities
- Be open and forthright about impacts
- Advocate for public involvement in the decision-making process
- Support inclusivity by providing multiple methods for access and participation
- Explain how and why decisions were made
- Provide open and regular forums for stakeholder discussions

4 Positively Support and Manage Our Brand

Brand management is the active and intentional management of our customers and constituents attitudes, beliefs, and perceptions of the City. Constituent beliefs are often formed following their direct experience interacting with the City; however, constituent opinions can also be formed indirectly. As a result, it is important to engage in proactive efforts to build a positive image of the City, including its services, elected leaders, employees, events, programs, and initiatives.

Brand management also involves direct promotion and marketing efforts, which will be approached by highlighting the unique and beneficial aspects of Loveland, including our accomplishments. These promotions can be initiated by the City through print and digital media, interviews, and sharing. To better assist with brand management, OCE will also serve as a resource for input and review of external communications and assist with outreach efforts by City departments.

Priorities for positively supporting and intentionally managing the City's brand:

- Develop an understanding of the City's brand
- Intentionally build and manage the City's brand
- Undertake direct marketing and advertising of Loveland
- Train City representatives how to interact and engage with the public
- Curate positive and diverse content
- Provide professional expertise and input for internal stakeholders

FOCUS IN ACTION

To help fulfill the objectives of the four focus areas, the following strategies and initiatives have been outlined in the tables below. Each strategy and initiative has been separated based upon its applicability, whether that is externally to the community or internally to the organization, and the measures that will be used to track performance and success of the initiatives by focus area.

Each initiative was evaluated on several criteria to help assess its status, resource level, and financial impact. The roadmap is intended to serve as the work plan for the Office of Communication and Engagement for the next 24-months, with the understanding that priorities change and this document may require further updates.

TABLE KEY

STRATEGIES	<p>LABELED WITH A NUMBER CORRESPONDING TO THE FOCUS AREA IT SUPPORTS. OUTLINES LONG RANGE ACTIVITIES THAT SUPPORT THE DESIRED OUTCOMES OF THE SPECIFIED FOCUS AREA.</p>
INITIATIVES	<p>PROJECTS THAT ACCOMPLISH EACH STRATEGY AND FOCUS AREA; TACTICAL IN NATURE.</p>
STATUS	<p>INDICATES THE CURRENT STANDING OF EACH INITIATIVE :</p> <p>NOT STARTED.....PROGRESS HAS NOT BEEN MADE ON THE INITIATIVE.</p> <p>IN-PROGRESS.....WORK ON THE INITIATIVE IS UNDERWAY, BUT NOT COMPLETE.</p> <p>COMPLETE.....INITIATIVE REPRESENTS A ONE-TIME EFFORT THAT IS COMPLETE.</p> <p>ONGOING.....THE INITIATIVE IS CONTINUOUS WITHOUT CONCLUSION.</p>
TIMEFRAME	<p>IMPLEMENTATION OF THE INITIATIVE CAN BE UNDERTAKEN IN THE SPECIFIED TIMELINE.</p> <p> - INITIATIVE IS ALREADY ACTIVE AND OCCURRING.</p>
LEAD	<p>IDENTIFIES THE RESPONSIBLE PARTY LEADING THE PARTICULAR INITIATIVE.</p>
RESOURCE LEVEL	<p>INDICATES THE AVAILABILITY OF CURRENT RESOURCES TO ACCOMPLISH THE INITIATIVE :</p> <p> - RESOURCES ARE NOT A BARRIER TO IMPLEMENTATION</p> <p> - RESOURCES ARE LIMITED / PRESENT SOME BARRIERS TO IMPLEMENTATION</p> <p> - RESOURCES ARE NOT AVAILABLE / BARRIER TO IMPLEMENTATION</p>
FINANCIAL IMPACT	<p>THE ESTIMATED FINANCIAL IMPACT OF IMPLEMENTING EACH INITIATIVE:</p> <p>NONE.....USE OF CITY RESOURCES, BUT NO HARD COSTS FOR IMPLEMENTATION.</p> <p>LOW.....\$1,000 - \$10,000</p> <p>MODERATE.....\$10,001 - \$50,000</p> <p>HIGH.....\$50,001 +</p>

STRATEGIES & INITIATIVES	STATUS	0 - 6 MOS	7 - 12 MOS	12 - 24 MOS	LEAD	RESOURCE LEVEL	FINANCIAL IMPACT
2D: Consistent and coordinated internal communications with employees							
Conduct quarterly Division Manager and Supervisor Group meetings to inform, engage, and develop employees	Ongoing				OCE / CMO		None
Implement citywide monthly message from City Manager	In-Progress	✓			OCE		None
Partner with Human Resources to support and distribute the annual employee engagement survey (surveys)	Ongoing	✓			HR / OCE		None
Contract to administer a biennial Internal Services Survey	Not Started			✓	OCE		Low

FOCUS IN ACTION

1 Build Public Trust and Confidence

EXTERNAL STRATEGIES AND INITIATIVES

STRATEGIES & INITIATIVES	STATUS	0 - 6 MOS	7 - 12 MOS	12 - 24 MOS	LEAD	RESOURCE LEVEL	FINANCIAL IMPACT
1A: Provide accessible information							
Annual consolidation of the city website pages and online content	In-Progress		✓		OCE	Yellow	None
Support the acquisition of a new document management system to improve public document access	Not Started			✓	IT/Clerks	Red	High
1B: Manage the accuracy of information							
All media releases, contacts, and responses made in coordination with OCE, to include regular summaries of all media inquiries and contacts	In-Progress	✓			OCE	Green	None
Correct misinformation online and in print media within 48-hours of notice	In-progress	✓			OCE	Green	None
Produce digital summaries of City Council meetings that recap Council votes and actions	Not Started			✓	Council / OCE	Red	Low
1C: Develop standards and guidelines for the use of city social media accounts and city websites							
Remove or consolidate unmanaged or low-performing social media accounts	In-Progress	✓			OCE	Green	None

INTERNAL STRATEGIES AND INITIATIVES

STRATEGIES & INITIATIVES	STATUS	0 - 6 MOS	7 - 12 MOS	12 - 24 MOS	LEAD	RESOURCE LEVEL	FINANCIAL IMPACT
1C: Develop standards and guidelines for the use of city social media accounts and city websites							
Update City Administrative Regulation on Social Media	Complete				OCE	Green	None
Develop Social Media Content Strategy and Guide	Complete				OCE	Green	None
Develop an internal social media calendar to improve social media sharing and coverage	In-Progress	✓			OCE	Green	None
Create website standard operating procedures to ensure high performance and consistency across all webpages	Not Started		✓		OCE	Green	None
Conduct annual website training on the content management system and for web Americans with Disabilities Act compliance	Not Started		✓		OCE	Green	Low
Hire Graphic Design & Media Specialist FTE 1.0 to improve website experience for customers and internal website management	Not Started			✓	OCE	Green	High
1D: Promote consistency in messaging, engagement, and outreach efforts							
Communications steering committee established with representation from all City departments	Not Started	✓			OCE	Green	None
Continue to centralize more departmental communications and engagement functions under OCE	In-Progress			✓	OCE	Yellow	None
Add a Digital Media Specialist FTE 0.5 to provide broadcast redundancy, expanded video production and digital content	Not Started			✓	OCE	Red	High

PERFORMANCE MEASURES

1.) Reduce City website bounce rate

Bounce Rate indicates the percentage of sessions where customers leave the site after visiting only one page.

2.) Increase social media likes on Facebook, followers on Twitter, followers on Instagram, users on Nextdoor members, per 50,000 residents

FOCUS IN ACTION

2 Proactively Communicate, Collaborate, and Engage

EXTERNAL STRATEGIES AND INITIATIVES

STRATEGIES & INITIATIVES	STATUS	0 - 6 MOS	7 - 12 MOS	12 - 24 MOS	LEAD	RESOURCE LEVEL	FINANCIAL IMPACT
2A: Improve opportunities to educate the public and share about the City							
Produce video messages highlighting projects, efforts, City news, and engagement opportunities	Ongoing				OCE		None
Produce monthly newsletters to accompany utility bills	Ongoing				OCE		Low
Create an annual State of the City video	In-progress	✓			OCE		Low
Initiate and assist City Council and staff with media guest editorials	Not Started		✓		Council / OCE		None
Build citizen understanding and competency of governmental accounting and Loveland budget through video content, media publications, and educational workshops	Not Started		✓		Finance / OCE		None
Produce podcasts on topics of public interest featuring internal and external experts	Not Started			✓	OCE		Low
2B: Engage the community to obtain stakeholders perceptions and build connections							
Use the Bang the Table engagement platform to regularly poll, educate, and engage community members on topics of interest / City decisions	Ongoing	✓			OCE / Council		Moderate
Hire the budgeted Engagement Coordinator FTE 1.0 to expand and improve community outreach and engagement functions	Not Started	✓			OCE		High
Biennial administration of the National Citizen Survey to the community	Not Started			✓	OCE		Moderate
Develop project specific engagement plans for large community-wide outreach efforts, including charrettes and workshops	Not Started			✓	OCE		None
Assist in the creation of department-specific engagement plans	Not Started			✓	OCE		None
Formulate and implement the Neighborhood Captains framework for the Loveland community, including neighborhood outreach events*	Not Started			✓	OCE		Low
Develop and implement a Loveland Citizens Academy**	Not Started			✓	OCE		Low
Purchase and implement intelligent community engagement software	Not Started			✓	OCE		Moderate
2C: Partner with outside agencies to collaborate on shared interests and maximize efficiencies							
Pursue memberships and participation in regional, statewide, and national agencies focused on communications and engagement	Ongoing	✓			OCE		Low
Actively seek out and participate in regional collaboration efforts	Ongoing				Council / OCE		Low
Join industry professional networks (ex. PRSA, GSMA)	Not Started			✓	OCE		Low

* Neighborhood Captains model includes designated liaisons from major neighborhoods and HOAs across Loveland.

** Citizens Academy is a multi-week program designed to provide participants insights into City operations and functions.

INTERNAL STRATEGIES AND INITIATIVES

STRATEGIES & INITIATIVES	STATUS	0 - 6 MOS	7 - 12 MOS	12 - 24 MOS	LEAD	RESOURCE LEVEL	FINANCIAL IMPACT
2D: Consistent and coordinated internal communications and engagement with employees							
Conduct quarterly Division Manager and Supervisor Group meetings to inform, engage, and develop employees	Ongoing				OCE / CMO		None
Partner with Human Resources to support and distribute the annual employee engagement survey	Ongoing				HR / OCE		None
Create and distribute monthly messages from the City Manager	In-Progress	✓			OCE		None
Contract to administer a biennial Internal Services Survey	Not Started			✓	OCE		Low

PERFORMANCE MEASURES

- 1.) Increase % of survey respondents favorably rating opportunities to participate in community matters
- 2.) Increase the number of external and internal videos produced annually per OCE FTE

FOCUS IN ACTION

3 Foster Transparency and Inclusive Decision-Making

EXTERNAL STRATEGIES AND INITIATIVES

STRATEGIES & INITIATIVES	STATUS	0 - 6 MOS	7 - 12 MOS	12 - 24 MOS	LEAD	RESOURCE LEVEL	FINANCIAL IMPACT
3A: Promote public participation opportunities							
Provide media and promotional support for City Council Ward Meetings	Ongoing				Council / OCE		None
Support all-Council Town Halls in topic development, staff experts, location, promotion, marketing, and technology assistance	In-Progress	✓			Council / OCE		None
Undertake Community Aspirations Exercise and talk-back boards for community topics of interest and strategic plan engagement	In-Progress		✓		Library / OCE		None
Research options for electronic public comment on City Council agenda items	Not Started			✓	OCE / Clerks		None
Increase the availability of translated communications materials	Not Started			✓	OCE / Library		Low
3B: Improve transparency for public meetings							
Provide closed captioning for all City produced videos online	In-Progress	✓			OCE		None
Provide closed captioning services for channel 16 public broadcasts	In-Progress	✓			IT / OCE		High
Record and publish more offsite public meetings to increase transparency and accessibility	Not Started	✓			OCE		High
Offer live public broadcasts for City Council meetings occurring outside of the Council Chambers	In-Progress	✓			OCE / IT		High

INTERNAL STRATEGIES AND INITIATIVES

STRATEGIES & INITIATIVES	STATUS	0 - 6 MOS	7 - 12 MOS	12 - 24 MOS	LEAD	RESOURCE LEVEL	FINANCIAL IMPACT
3C: Create opportunities for employee participation							
Support employee Town Halls with topic development, staff experts, location identification, and technology assistance	Not Started			✓	OCE / HR		None

PERFORMANCE MEASURES

- 1.) Increase percentage of first-time Town Hall attendees and returning attendees, per meeting
- 2.) Increase number of offsite public meetings recorded and published as a percentage of total public meetings

FOCUS IN ACTION

4 Positively Support and Manage our Brand

EXTERNAL STRATEGIES AND INITIATIVES

STRATEGIES & INITIATIVES	STATUS	0 - 6 MOS	7 - 12 MOS	12 - 24 MOS	LEAD	RESOURCE LEVEL	FINANCIAL IMPACT
4A: Administer professional and visually appealing marketing and branding							
Standardize professional communication materials and stationery (business cards, power point templates, letterhead, memos)	Ongoing				OCE		Low
Hire Graphic Design and Media Specialist FTE 1.0 or create annual budget for graphic design services	Not Started			✓	OCE		High
4B: Key officials are prepared to respond to members of the public, media requests and emergency events							
Develop and implement annual training on effective City Council public relations and communications	Not Started			✓	Council / OCE		None
4C: Provide oversight and management of City logos and branding							
Actively monitor and enforce proper use of City logo from external vendors and other outside agencies	Ongoing						None
Create and maintain inventory of promotional items and branded items for public giveaways	In-progress		✓		OCE		Low
Conduct research to understand the City's brand through customer surveys, interviews, email solicitations, discussion boards, and social media outreach	Not Started			✓	OCE		Moderate
Inventory City signage for proper logo use and identify replacement or modification options for non-compliant signs	Not Started			✓	OCE		High
4D: Market the City's unique services, offerings, and accomplishments							
Recognize employees for outstanding contributions in their service areas through external print and digital publications	Ongoing	✓			OCE		None
Pursue external awards and recognition for successful City projects and efforts	Ongoing	✓			OCE		None

INTERNAL STRATEGIES AND INITIATIVES

STRATEGIES & INITIATIVES	STATUS	0 - 6 MOS	7 - 12 MOS	12 - 24 MOS	LEAD	RESOURCE LEVEL	FINANCIAL IMPACT
4B: Key officials are prepared to respond to members of the public, media requests and emergency events							
Conduct annual media relations training for all key staff	Ongoing	✓			OCE		None
Develop a crisis communications plan	Not Started			✓	OCE / LFRA		None
Undertake an annual crisis communications exercise and training	Not Started			✓	OCE / LFRA		None
4C: Provide oversight and management of City logos and branding							
Develop logo and branding standards and guidelines	Complete				OCE		None
Actively monitor and enforce proper use of City logo from employees on internal communications, vehicles, property, and apparel	Ongoing				OCE		None
Create welcome-kit for new employees that includes branded City apparel and accessories	Not Started			✓	OCE		Low
Evaluate feasibility of Citywide rebranding and logo development	Not Started			✓	OCE		High

PERFORMANCE MEASURES

- 1.) Increase number of employees receiving annual media and crisis communications training as a percentage of total employees