STRATEGIC COMMUNICATIONS

Lisa Truscott
Chief Administrative Officer

Amy Guilford
Chief Administrator Property/Casualty Pool and Workers’ Compensation Fund
Do you know what you’re communicating?
Multiple versions of our brand

Avoiding Slips and Falls at the Office

It may come as a surprise that falls are the most common type of office injury. Yet almost all falls can be prevented by learning how to recognize and correct typical fall hazards in the office environment.

Fall Prevention Checklist

- Look before you walk. Make sure your pathway is clear.
- Close drawers after every use.
- Avoid bending, twisting and leaning backwards while seated.
- Secure electrical cords and wires away from walkways.
- Always use appropriate stirrups for overhead reaching.
- Clean up spills immediately.
- If you see anything on the floor - a pen, paper clip, etc. - pick it up.
- Report loose carpeting or damaged flooring to an appropriate manager.
- Make sure there is ample lighting for all walkways.

Make sure all electrical cords are clear of walkways!!

Risk Reminder

COMMUNICATIONS AUDIT RESULTS

• Multiple versions of our brand
• Communicating too much

The average person spends 15-20 seconds scanning an email, absorbing a maximum of 50 words.

Messages should be CLEAR CONCISE TO THE POINT
COMMUNICATIONS AUDIT RESULTS

- No strategy
- No way to measure effectiveness
- Uncoordinated/inconsistent messages
- Outdated member lists
• Create visual consistency – optics matter
REBRANDING GOALS

• Control the message
• Communicate expertise
EXECUTING OUR STRATEGY

• Determine our theme annually
  – There’s A Reason
  – The Power of Partnership
  – Experience the SET SEG Difference

• Create a communications calendar
  – Coordinate communications between companies
  – Establish various delivery methods for communicating
• Determine *why* you are communicating and *what method* is best
• Membership is email heavy – we were communicating through print
• Membership database needed updating
• Changes need to occur
NEW COMMUNICATION TOOLS

• Director’s Desk – monthly newsletter
• Member Advantage – quarterly magazine
• Action Alert emails – as needed
• Seasonal Loss Control Alerts
• Emergency Weather Alerts
• Website redesign
• Paid Advertising
• Social Media
Monthly director’s desk newsletter

• Average open rate: 46%
The average open rate for insurance-related electronic communications is 9%.
DELIVERY METHODS

Loss Control Alert E-Blasts

• Delivered to a specific audience depending on the topic

Example: “Extended break shutdown checklist” email sent to operations directors, facilities and maintenance employees
TARGETED AUDIENCE

• Audience specific communication
• Loss Control Alerts
  – Average open rate: 32%
  – Directed to facility and operations managers
• Action Alert
  – Average open rate: 72%
Member Advantage Quarterly Publication

- Combined all newsletters into a quarterly publication
- Send electronically - email templates are more attractive than an email with plain text.
- Include feel-good, likeable stories
- Award winning
Member Advantage

- Avg. open rate: 58% (39% in 2014)
  - Average duration: 3 minutes and 19 seconds
• Association Advertising – adjust for each audience
• Created a new website
• Public
  – simplified information
  – eliminated unnecessary content
• Member portal
  – useful information
  – increased services available
Website

- Average sessions per quarter: 7,673 (5,283 in 2014)
- Total sessions: 30,693 (21,130 in 2014)
Member Portal

- Average sessions per quarter: 9,926 (3,161 in 2014)
- Total sessions: 39,703 (12,643 in 2014)
DELIVERY METHODS

- Twitter
  - Connecting with future audience
- Print/Mail
  - Renewal invoices
  - Asset return
  - Member appreciation event invitations
• Communicate electronically as much as possible
• What our analytics have taught us

1. Less is more
2. Focus on spotlighting members and storytelling
3. Looks matter
• Increasing readership
• Increasing membership

<table>
<thead>
<tr>
<th>Year</th>
<th>Fund Members</th>
<th>Pool Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>473</td>
<td>467</td>
</tr>
<tr>
<td>2015</td>
<td>504</td>
<td>504</td>
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</table>
QUESTIONS YOU SHOULD BE ASKING

• Are you reaching your audience?
• Does your message resonate?
• Are you clear and concise?
• Are you collecting information/analytics?
QUESTIONS YOU SHOULD BE ASKING

- WHAT
- WHY
- WHO
- HOW
APPLYING THE CONCEPT
POOL WIDE

• Loss Control
• Claims
• Sales and Retention
• Information Services
PREVIOUS LOSS CONTROL LANDSCAPE

• Inconsistency in resources, processes and systems
  – Little to no transparency and accountability
  – No consistency in appearance, content or storage

• Delivering the wrong message
  – Duplicity of information
  – Heavy emphasis on claims

• Unclear understanding of our role
  – Wanting to be all things to all members
  – Overstepping our scope and knowledge base
CONSISTENCY

- Developed a consistent message and resource center
- Applied branding to every member facing document
- Created transparency and accountability through a department dashboard
CONTROL THE MESSAGE

- Clearly defined our scope and focus
- Focus on claim trends, best practices, hot topics and comparative information
- Developed dynamic, electronic resources
  - LCR (Loss Control Review)
  - Hazard assessments
• Incorporated iPad delivery method
• Armed our team with best in class resources
• Streamlined and automated processes to reduce administrative time
• Improved claim communication by directing members to appropriate individuals
OBSTACLES WE HAVE OVERCOME

• Fear of change
  – Loss control team
  – Member communication
• Increased technology usage
• Lack of trust on new direction
• Understanding the pace of change
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Amy Guilford  
Chief Administrator PC Pool and WC Fund  
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LMCIT Messaging
About LMC & LMCIT

Which state has the most cities?

A. California
B. Minnesota
C. Wisconsin
D. Florida
Of Minnesota’s 853 cities, how many have populations below 1,000?

A. 121
B. 277
C. 395
D. 504
Whenever I see someone running faster than me, I assume they aren't going as far.
Ongoing and emerging challenges:

• Generational transitions in local government leadership
• The need for better explanations of pooling and its benefits
• Competition from commercial insurers
• Legislative and regulatory pressures
• Consistent fiscal pressures on local governments and other public entities

Sources: U.S. Census Bureau; J.D. Power and Associates Sales Satisfaction Index (SSI) Study℠

US Estimated 2012 Population
(2012 Total USA Population: 313 Million)
Research on millennials

Authenticity
Transparency
Positive Impact
Socially Responsible
Research on millennials

Big Corporations
Financial Institutions
The Past
Member cooperative
Not for profit
Employee safety
Corporate
$1980
3 things we did in the exercise with the LMCIT Board:

1. Determined several core values for LMCIT to use in the exercise.

2. Used the values to develop responses to different scenarios.

3. Helped to craft a set of key messages representing the characteristics, values, and personality of LMCIT that can be used as a foundation for future communications efforts.
Values

- Trust
- Innovation
- Leadership
- Partnership
- Performance
- Service
- Professionalism
- Approachability
- Flexibility
- Collaboration

★ Responsiveness/service
★ Community
★ Performance
★ Stability
Sample scenario

A city that has long been with a private carrier asks you for a quote. The city manager likes the quote and wants to make the change, but needs to convince the council. She asks you to attend a council meeting to answer questions about the bid.

A councilmember says, “Before I vote, I need to know that this the right choice for my city. Why should we switch carriers?”
Try this scenario

The holidays are coming up, and it’s very likely that one of your relatives will ask you about work.

Say Uncle Joe approaches you to ask how things are going at work, and then wants to know more about where you work and what they do there.

How do you respond to Uncle Joe when he asks “What is that company you work for again?”
Try this scenario

You receive a phone call from a legislator who is curious about the amount of surplus LMCIT holds in reserve.

She asks, “Why is the pool holding so much surplus? Why isn’t the money being returned to taxpayers?”
LCMIT Board Feedback

- Messaging is not as easy as it looks – the words are more difficult than the original concepts.
- The exercise highlighted a need for simplicity and common language that we all know, can use, and that is interesting.
LMCIT Board Direction

- Incorporate a range of perspectives in the process.
- Test messages with target audiences.
- Think about reinforcing the brands of both LMCIT and LMC.
- Develop a plan to internalize the messages once they are drafted – for both internal and external audiences.
Values

Responsiveness/service
Rapid claims turnaround
Portal facilitates electronic filing
Prevention thru loss control
Private = coverage exclusion/LMCIT = coverage inclusion

Community
Pool governed by members
Good performance by city affects all members
By cities-for cities
Shared best practices
LMCIT knows your unique exposures
Partners with cities to keep employees safe

Performance/results-oriented
Loss control efforts affect bottom line
Data evaluation
Dividend return
Positive member satisfaction surveys

Stability/affordability/value
Best coverage for price of premiums
Rates not affected by market swings
Retains fund balance to help avoid rate fluctuations
Solid business principles

Integrity/fairness/trust/transparency
Public sector principles
Service motive instead of profit motive
Board composed by officials from member cities
Stability factor; in business for 4 decades
Pool originally formed because private insurers abandoned coverage
Over past 10 years, retention rate is 95%
Obligation to pay claims and mitigate hazards

Innovation
New coverages established/addressing emerging risks
Loss control trainings
New memos and reports addressing emerging trends
Relationship w/LMC = holistic service approach
## Project Plan

### PHASE 1

<table>
<thead>
<tr>
<th>Planning</th>
<th>-Develop and execute messaging exercise for LMCIT</th>
<th>January-February 2015</th>
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### PHASE 2

<table>
<thead>
<tr>
<th>Development</th>
<th>-Fine tune all messages (Communications)</th>
<th>June-July 2015</th>
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### PHASE 3

<table>
<thead>
<tr>
<th>Development</th>
<th>-Finalize Messaging Grid based on board input and input from user testing</th>
<th>October 2015</th>
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<tbody>
<tr>
<td>Development</td>
<td>-Meet with a broader group of stakeholders from LMCIT/LMC to share findings</td>
<td>November-December 2015</td>
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<tr>
<td>Deliverables</td>
<td>-Messaging Grid is delivered to users -Next steps/additional tactics are determined by Communications</td>
<td>December 2015</td>
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<tr>
<td>WHAT</td>
<td>What is it that LMCIT does? (background/operations)</td>
<td></td>
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<tr>
<td>--------------</td>
<td>----------------------------------------------------</td>
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<tr>
<td>HOW</td>
<td>How is LMCIT different from a commercial carrier? (distinction)</td>
<td></td>
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<td>WHY</td>
<td>Why does LMCIT exist, why is it better, what value does it bring? (defend)</td>
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<tr>
<td>WHAT</td>
<td>Member city (elected officials and staff)</td>
<td>Non-member city (elected officials and staff)</td>
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<tr>
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</tr>
<tr>
<td>What is it that LMCIT does? (background/</td>
<td>Message 1</td>
<td></td>
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<td>operations)</td>
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<td></td>
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Key messages are not...

...The same as simple “talking points,” which is often a fact or a piece of information.

...Required to be read verbatim.

...Designed to serve as the final word.

...Designed to serve a one-size-fits-all approach.

...Designed to fulfill absolutely all of your communication needs.

...Meant to articulate every single fact about the subject being discussed.
Key messages...

...Are designed to be used as just one tool in your toolbox.

...Provide you with a framework for responding to questions.

...Can be used as a foundation for public relations and marketing copy or just every day member communications.

...Should be kept free of jargon.

...Are adaptable to multiple scenarios.

...Reflect the values of the entity (LMCIT).
Where are we now?
Sample scenario

A city that has long been with a private carrier asks you for a quote. The city manager likes the quote and wants to make the change, but needs to convince the council. She asks you to attend a council meeting to answer questions about the bid.

A councilmember says, “Before I vote, I need to know that this the right choice for my city. Why should we switch carriers?”
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# NON-MEMBER CITY (elected officials and staff)

## WHAT
What is it that LMCIT does? (background/operations)
- LMCIT was created as a self-insured municipal pool for cities, by cities, at a time when private insurers had abandoned the coverage market.
- In addition to providing workers' compensation and property/casualty coverage, LMCIT provides a comprehensive loss control program to reduce the risk of employee injuries and also reduce the volume of costly claims.
- LMCIT understands unique exposures faced by cities, and continuously develops new coverages to address those ever-changing needs.
- LMCIT’s unique partnership with the League of Minnesota Cities results in a holistic, one-stop-shop of services for members. In addition to workers' compensation and property/casualty coverage, services provided range from loss control, to legal guidance, to advocacy, to media relations assistance.

## HOW
How is LMCIT different from a commercial carrier? (distinction)
- Instead of coverage exclusion, LMCIT emphasizes coverage inclusion. LMCIT understands unique exposures faced by cities, and develops new coverages to address ever-changing needs.
- Funds not needed for claims, expenses, or reserves are returned to members as a dividend.
- LMCIT is guided by public sector values, and is fully transparent. The Trust emphasizes member service instead of profits.
- Through an extensive risk management program, LMCIT helps cities to prevent claims before they happen.
- LMCIT rates compare favorably with those established by private insurers. The Trust retains a healthy fund balance to help avoid rate fluctuations. Premium rates are not influenced by volatile market swings.

## WHY
Why does LMCIT exist, why is it better, what value does it bring? (defend)
- LMCIT staff members have expertise needed to address all coverage issues and concerns, giving busy city staff one less thing to worry about.
- LMCIT represents stability. It was established nearly 40 years ago, and it operates using sound business principles.
- LMCIT is guided by public sector values, and is fully transparent in its operations. The trust emphasizes member service instead of profits.
- LMCIT rates compare favorably with those established by private insurers. The Trust retains a healthy fund balance to help avoid rate fluctuations. Premium rates are not influenced by volatile market swings.
- In addition to keeping premiums stable, LMCIT offers voluntary risk management programs and training that help to keep municipal employees safe, reduce liability claims, and avoid property losses.
- Cities continue to see exceptional value in LMCIT membership. Over the past 10 years, member retention rate is nearly 100 percent.
- As a member cooperative, LMCIT returns dividends to members.
What's the next step?
What’s the next step?
Susan Schoepke

- League of Minnesota Cities
  *Marketing Manager*

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