

**LITTLETON/ENGLEWOOD  
WASTEWATER TREATMENT PLANT**

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**MEMORANDUM**

**TO:** Eric Keck, City Manager - City of Englewood  
Mark Relph, City Manager - City of Littleton

**FROM:** Jenifer Doane, WWTP Deputy Director (Business Administration and Communications)

**DATE:** November 29, 2017

**SUBJECT:** Wastewater Treatment Plant Branding Project Update

At the Supervisory Committee Meeting on November 19, 2017, City Managers Eric Keck and Mark Relph requested staff provide a memo and PowerPoint on the progress of the branding workgroup and explanation of the new mission, vision, values, name and logo to share with Councils prior to the study sessions in January.

**PROJECT DRIVER**

The Littleton/Englewood wastewater plant celebrated its 40th anniversary of operations this year and the factors that will influence future operational success will be different than the factors that have contributed to historical success. Some of these factors include:

- Improved understanding of all the stakeholders associated with the wastewater enterprise's operations
- Increased focus on resource recovery to provide more sustainable environmental solutions and reduce costs
- Leading and participating in regional/multi-agency partnerships
- Efficiently evaluating the risk/value associated with innovation

To this end, staff want to be very intentional about reestablishing the enterprise's brand. Branding helps to very efficiently create awareness of an organization's guiding values and helps in attracting and developing mutually beneficial relationships with all the stakeholders which are needed to reach goals. In addition, branding provides a competitive advantage when competing for resources, funding and talent, and stakeholder attention. When done correctly the organization's brand mirrors their strategic plan, and helps promote strategic areas and initiatives that will move the organization forward.

Rebranding aligns with the organization's strategic direction to sustainably protect and continually enhance our communities' vitality through resource recovery and environmental stewardship. Rebranding will create consistent awareness of our guiding values and will help in attracting and developing mutually beneficial relationships with all the stakeholders which are needed to reach goals.

**PROJECT HISTORY**

For the past seven (7) months staff have been interviewing stakeholder groups (internal staff, connecting districts, governing officials, regulatory community, vendors, consultants, city partners, and general public) to understand their perspectives. The results of these interviews has been synthesized with the assistance of Slate Communications, a

branding consultant, hired to support the initial rebranding efforts. The major findings from the stakeholder interviews were that the following were major parts of our brand:

- Efficiency
- Cleanliness
- Safety
- Quality
- Awards and Recognition
- Reputation
- Innovation and new technology
- Education
- Customer service
- Economic (fiscal) responsibility
- Sustainability
- Environmental stewardship
- Continuous improvement

These findings were further synthesized into a mission, vision and value statements.

**Mission:** To sustainably protect and recover our communities' vital resources

**Vision:** To continually enhance community vitality through environmental stewardship

**Values:**

- **Stewardship** – We will mindfully and selflessly act to protect, preserve, and revitalize our communities' vital resources.
- **Collaboration** – We will purposefully and respectfully partner to create valued outcomes beyond those we could create ourselves.
- **Proactivity** – We will act with integrity to anticipate and seize opportunities to sustainably serve our communities.
- **Positivity** – We are inspired to dedicate our human spirit, professional passion and positive energy to continuously improve everything we do.
- **Dedication** – We will act safely, with purpose, and commitment to drive efficiencies and excellence.
- **Leadership** – We will be respectful, accountable and courageous as we listen, facilitate and act transparently.

Based on the new mission, vision, and values a draft organization name and logo were created and presented at the Joint Council Meeting on August 17, 2017. A survey was also sent to staff around the same time soliciting feedback about the proposed name and logo. Some of the key feedback from stakeholders included:

- The name is missing an "identifier"
- Littleton/Englewood is a recognized brand in the industry
- The name should speak to the future and possibilities beyond customer base
- Using terms such as "region" or "partners" sets the organization up for success
- The name should clearly describe who we are, what we do and why we do it
- The new logo should honor the old logo and should evolve from the previous one
- The logo should represent all of the "resources" recovered through the process and our various stakeholders including downstream users
- We should emphasize the river as a core element of the logo
- The logo should be unique and represent the future

Based on the feedback from stakeholders, a second draft of the logo and name were drafted and presented at the Supervisory Committee on October 19, 2017. Additional feedback was provided regarding the name specifically. It was noted that “Resource Recovery” was a term associated with the trash/recycling industry. It recommended not to use that in the name. Overall the committee liked the new logo and was pleased with what was presented. Feedback was incorporated into the final version of the name and logo as presented:



#### **PROPOSED LOGO**

Water is limited and precious resource to our region and is essential to human health, environmental sustainability, and community vitality. Water is used as the conveying element for household and industry “wastes” and our staff’s stewardship in renewing the quality of that water is core to who we are and what we do every day.

As a result, we have chosen the “water drop” as the main shape in the revised logo. Furthermore, contained within the water drop is all the “resources” that are recovered as a service to the public, to protect the environment, and to reduce operating costs for the benefit of our rate-payers. For example:

- We produce a valued soil amendment that is used in eastern Colorado to support sustainable dry-land farming practices. This resource is symbolized by the green “row of crops” in the lower left corner of the drop.
- We return cleaned water to the South Platte River which supports recreation, aquatic life health, agriculture, industry, and drinking water. This resource is symbolized by the blue band stretching across the drop.
- We minimize energy wastes and we proactively treat odors generated through our processes which have a positive impact on the region’s air quality. This resource is symbolized by the green “air stream” that bridges the river and mountains.
- The new logo evolved from previous version by including the mountains and river. The mountains and river represent vitality (human health, recreational opportunities, and a thriving economy) living on the front range on the banks of the South Platte River.

#### **PROPOSED NAME – South Platte Water Renewal Partners**

With great thought and purpose we are proposing South Platte Water Renewal Partners as the new name of the enterprise. The name signifies to our stakeholders, especially the public and policy makers the important role we play in the stewardship of our natural resources and sustaining a vital community. We look forward to questions that may be posed as a result of the change as they will provide opportunities to tell our story that we directly serve nearly 300,000 people in 21 connecting agencies (including Littleton and Englewood.) The new name will also open the door to critical conversations with upstream and downstream partners and stakeholders.

We strongly believe using Littleton/Englewood in the name does not tell the organizations “full” story and would dilute the desired effect of the branding change. We have a new mission, vision and values very different than those of the previous organization and thus a new name would signal true change within the organization. Focusing on the South Platte is actually an opportunity to publicly honor the two Cities’ positive community service to the entire Front Range and South Platte basin. We believe the name fully honors the two Cities’ 40+ years of leadership and stewardship of the South Platte River. Looking at this from a “taking away” perspective limits our intention to honor the service that the two Owners are providing the whole South Platte region.

With that said, we do believe a having the tagline “Serving Littleton, Englewood and Beyond” helps tie the previous name and logo to the new name and logo. Below is an explanation of each part of the name:

### **South Platte**

“South Platte” is the “who” in the new name. While we recognize the historical significance and reputation of Littleton / Englewood, South Platte is more inclusive of all the communities we serve and speaks to our physical location in the South Platte Watershed along the South Platte River.

More importantly it solidifies our commitment to “collaboration” (a core value) and the health of the South Platte River. “South Platte” communicates our vision of being a regional partner in the effort to protect and recover our communities’ vital resources.

By serving as a steward of one of Colorado’s most valuable rivers, we will not only be fulfilling our mission but enhancing community vitality. To be successful in this endeavor however we must work with others within the basin. We alone cannot protect the South Platte, but we can be courageous leaders in the effort to do so.

### **Water Renewal**

“Water Renewal” speaks to “what” we do. Water is used as the conveying element for household and industry wastes. As more stringent nutrient regulations are being forecasted to ensure the quality and health of our lakes and rivers, our rate-payers will be asked to make significant investments to renew the water that is so vital to our region. We are entering a new era for the wastewater industry where wastewater treatment organizations will more directly partner with water providers to provide “One Water” solutions that reduce costs for the net rate-payers. In the future, we will be doing much more than just “treating wastewater” but rather creating reuse-quality effluent and capturing resources throughout the process.

It is also our responsibility to educate the public in the value of “wastewater” and show how we can recover energy and vital resources from something previously considered “waste.” By including “water renewal” within the name, we are communicating the value of (waste)water and the opportunities that are possible.

### **Partners**

“Partners” honors the original partnership of Littleton and Englewood while also representing our partnership with our connecting districts and downstream stakeholders. It is the “how” within our name. It will take many partners to meet the challenges ahead (new regulations and aging infrastructure) in a fiscally responsible manner. We will need to work closely with the Cities of Littleton and Englewood and our connecting districts to collectively address the challenges we face. We will need to be proactive in our approach and seize opportunities that will sustainably serve our communities.

Partners also communicates our core value of “collaboration.” In order to sustainability protect our resources we must work with others to find solutions. True stewardship will come from our participation as a partner in the one water movement.

### **Tagline – Serving Littleton, Englewood and Beyond**

Adding the tagline further communicates our larger role in the stewardship of our community’s vital resources. It helps to communicate that we directly serve nearly 300,000 people and millions downstream of the plant site. We want to emphasize the new logo and name do not diminish Littleton or Englewood’s ownership in anyway, but rather actually

honors the 40 years their leadership and stewardship of the South Platte River. The tagline also helps to tie the previous name and logo with the new name and logo.

## **BRAND ROLL-OUT NEXT STEPS**

Staff has created a branding rollout strategy to ensure the success of the new mission and branding. The rollout will consist of three phases, with the first including the creation of branding standards, marketing materials and internal training. Phase two will include stakeholder outreach and website development. Phase three will consist of the public announcement and addressing organizational assets that will need to be updated with the new name and logo. Some key milestone include:

- creation of branding standards, marketing materials, elevator speech
- stakeholder outreach
- internal training for staff
- website development
- public announcement
- Updating organizational assets with the new name and logo