

Infrastructure Dollars Coming Soon

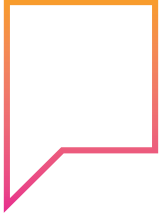


Now that the \$1T bipartisan Infrastructure Investment & Jobs Act has been signed into law by President Biden, many of you are busy on the homefront preparing for funds that (you hope!) will make their way to your government agency.

You've probably given a lot of thought to shovel ready projects, approved project designs and construction bids. But have you thought about how you'll communicate the benefits and impacts of these projects to your community?

Here are a few things to think about.





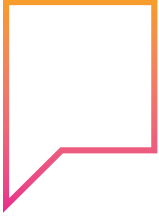


Know Whether to Engage

Knowing whether you should communicate broadly about a project can be tricky. A good rule of thumb is to ask yourself if your project or initiative will impact any of the following areas.

If the answer is yes, then it is time to activate your outreach plans.

 	AREAS OF FOCUS
	Noise, lights, traffic, dust, lane or road closures, parking
	Environment (habitat or species)
	Businesses
	Community charm or character
	Community look/feel
	Culture or history
	Property values
	Money (taxes, fees, etc.)
	Equity or access



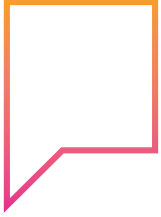
Start with a Strategy

Resist the temptation to just start talking about your project and instead craft an outreach strategy first. There are several things you'll want to consider when putting it together:

- **#goals:** What do you hope your outreach will do for you? Are your goals short- or long-term? By starting with what you hope to achieve, you will build a stronger strategy designed to achieve your goal(s)
- **Purpose:** Why are we doing this? What is the problem we are trying to solve? What will this achieve for the community? What is the public service defined?
- **Connection to bigger picture:** Does this project align with community values? Or your organization's strategic initiatives?
- **Scope:** What's included in the project? And what's not? What are the benefits? What are the constraints?
- **Timeline:** When will this project begin? When will it end? Why that timeline?
- **Background:** How and why did this project come to be? Was the public consulted in the earlier stages of project development?
- **Status:** Where are we in the process? What decisions have already been made? What approvals were given to the project? By whom? When?
- **Budget:** What are the sources of funding for the project? Local, state, federal? Are there any sensitivities around spending money on this project?
- **Messages:** What do we want people to know about this project? What do we want people to do when they find out about this project? This will help with project master narrative and key message development.
- **Public participation:** What is on the table for input/discussion? And what's not? When do we need to engage the community at those decision points? Is that required? What level of engagement is needed for this project? Will you inform the community about the project? Consult? Use the [IAP2 Spectrum](#) to determine the level of participation.

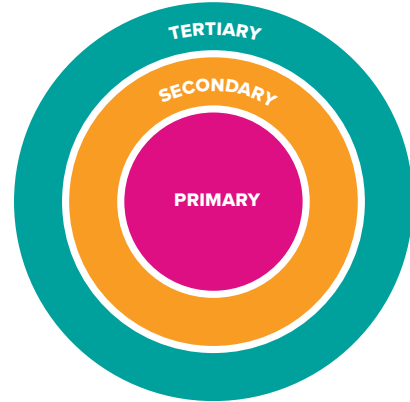
You're probably thinking, "you forgot about WHO will be affected!"

Nothing gets by you. Read on.



Stakeholder Engagement Mapping Exercise

At JPW, we conduct a stakeholder engagement mapping exercise for all our projects. This exercise aids in the identification of who will be affected by the project and how they get their information. It also allows us to pinpoint where we have gaps in our communications and outreach efforts. We categorize audiences in three ways: primary, secondary and tertiary.



- **Who are the primary stakeholders?**

These are the folks that will be most affected by the project. Example: This could be neighbors or businesses that live within the project area.

- **Who are the secondary stakeholders?** These are the people that will be indirectly impacted by the project. Example: This could be a business association who represents businesses in the community where the project is located.

- **Who are the tertiary stakeholders?** These are stakeholders that aren't directly related to the project, but have an ability to influence decisions. Example: This could be a state or federal elected official representing constituents in the project area.

You've probably already started cataloging those audiences in your mind. This is a good time to pause and make sure you're not missing anyone.

Who will be affected? Who needs to know? Who will care? Who won't care?

On the next page, you'll have a chance to map your stakeholders, whether primary, secondary or tertiary.

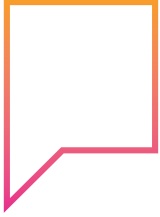
STAKEHOLDER ANALYSIS

Record all the possible stakeholders related to your outreach and engagement plan. Are they primary, secondary, or tertiary?

PRIMARY _____

SECONDARY _____

TERTIARY _____



Harder to Reach Audiences

This is where we think about the harder to reach audiences in our communities and examine ways to bridge that gap. Typically, there are barriers to overcome when reaching these audiences, including culture, digital literacy, language, internet access or just general disinterest in engaging with your organization.

Are you able to reach all audiences through your organization's owned communications channels alone? If not, who are you missing? How do you plan to reach them?

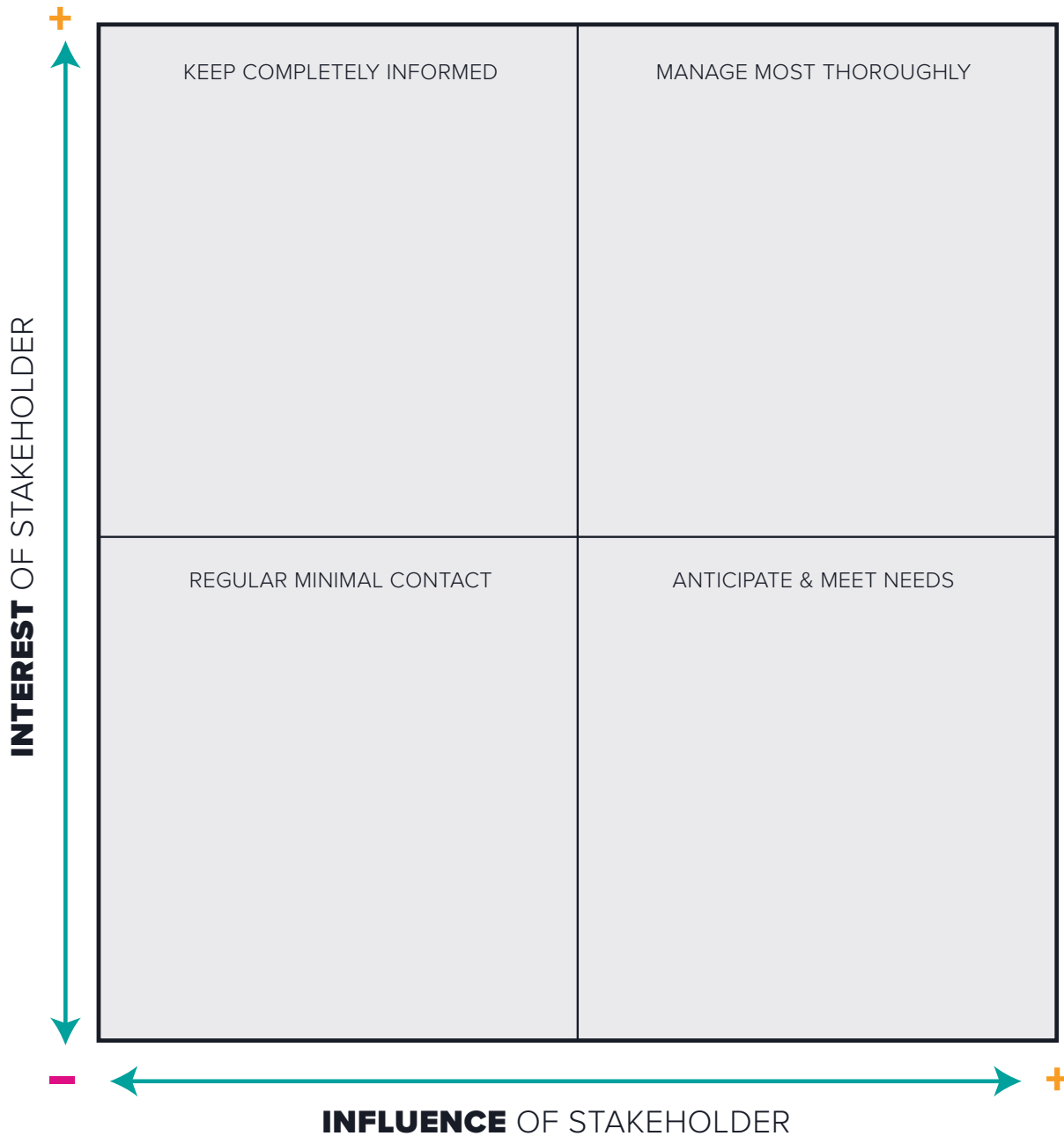
Our team has been successful in overcoming those barriers by leaning on partnerships with community based and non-government organizations who have been successful at engaging these audiences and have their trust.

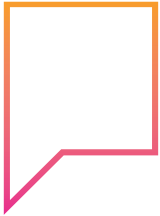
Who are those organizations in your community or service area? Places of worship? Family and youth resource centers? Senior centers? Food resource centers? Do you have a point of contact there?

STAKEHOLDER MAPPING

We use this grid as part of that stakeholder mapping exercise to determine the level of engagement needed for our audiences that we just outlined. You can see the quadrants are mapped based on the INTEREST of the stakeholders on the LEFT against the INFLUENCE of the stakeholder on the RIGHT .

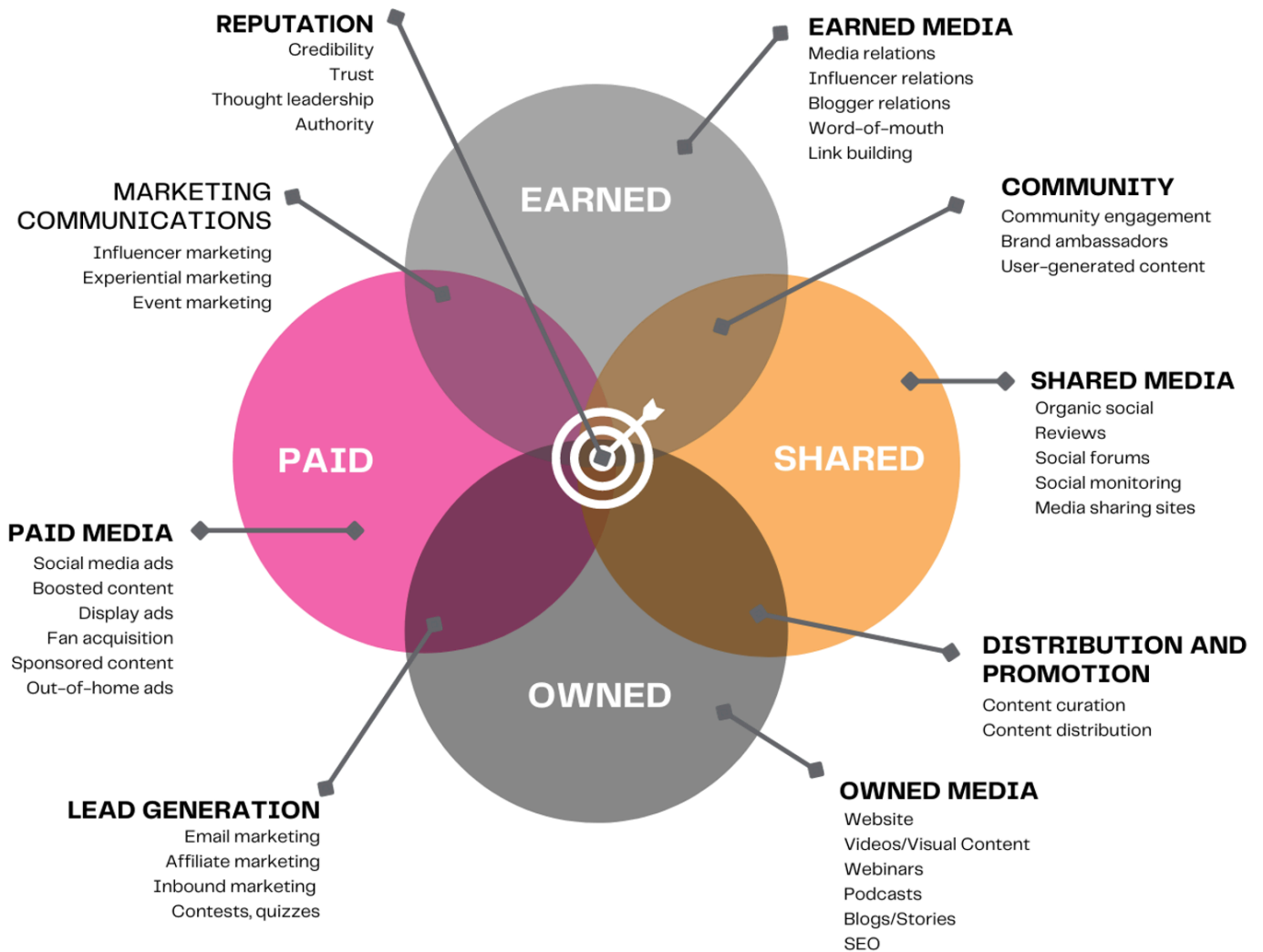
For example one of your primary stakeholders would most likely sit in the lower left quadrant because there is a high degree of INTEREST AND INFLUENCE in your project.





Choosing Outreach Tools & Tactics

Now that we've set project plan goals and identified audiences, we need to select the right tools and tactics to reach those audiences AND achieve our plan goals. We use the PESO (Paid, Earned, Shared, Owned) model to make sure no stone is left unturned.



IMPLEMENTATION

Select the tools and tactics you will use in your plan.

For tools and tactics you select, write or type in a reference to illustrate budget and resource implications.

\$ = Requires very little budget or resources

\$\$ = Requires some budget and resources allocation

\$\$\$ = Requires significant budget and resources allocation

Digital: _____ BUDGET:

Website	Text updates	Digital marketing & targeting
Social media	Email marketing	Other: _____
Videos	Local cable channel	Other: _____
Advertising	Online engagement	Other: _____

Print: _____ BUDGET:

Collateral Materials	Advertising	Other: _____
Signage	Other: _____	Other: _____

Research: _____ BUDGET:

Review past planning documents (strategic plan, community plan, etc.)	Phone survey	Review past research
Communications audit	Review organizational mission, vision, & values	Online survey
	Focus groups	Other: _____
		Other: _____

Outreach Tactics: _____ BUDGET:

Pop-up events in community	Media tours	Small group meetings
Press conference	Story pitching	Community meetings
Press release	Media training	Meetings with community partners
	1:1 interviews	

Other: _____ BUDGET:

TOOLS & TACTICS

It's important to think back to our stakeholder exercise and ask ourselves:

Will these tools and tactics help me reach my primary, secondary, and tertiary audiences?

Do these tools and tactics consider your harder to reach audiences?

BUDGET

When selecting tools and tactics, it helps to consider your staff resourcing and your budget.

Do I own these tools? If I don't own these tools, is there a cost involved?

Do you have the staff to manage these jobs? If not, do you have a bench of consultants that could help?

Do you need to issue an RFP? What would that scope of work look like?

What are your contracting and procurement rules and thresholds?



Finalizing the Outreach Strategy

Now you're cooking with gas and have all the components of your outreach strategy. It's time to put it all together and finalize the plan. Plans come in all shapes and sizes. We found the following to be the most critical components of an outreach and engagement plan:

- Plan purpose
- Project team roles
- Outreach guiding principles
- Project description/situation analysis
- Project outreach goals
- Project outreach objectives
- Audiences
- Key messages
- Outreach tools and tactics
- Key performance indicators/metrics



KEY MILESTONES

We recommend you prepare an implementation timeline to include with your plan that identifies key milestones and responsibilities for the tasks.

MILESTONES	RESPONSIBILITY	DEADLINES
<i>EXAMPLE:</i> Identify key stakeholders and create database	JPW	3/1/22



Create an Outreach & Engagement Framework

The infrastructure bill will include funding for everything from roads, railways, ports and bridges to broadband internet, accessibility and water quality. That's pretty far reaching. Odds are your organization will be moving forward on not just one project, but several, on account of the bill funding.



The reality is that you and your colleagues will need to engage your community or customers very quickly—and at scale—on projects bridging several departments. This makes it difficult to keep a consistent approach. We recommend creating an outreach and engagement framework that will guide staff through a consistent process to develop an outreach strategy for each project. This is a process we developed while working in-house as public sector communicators, so we can say with confidence that it's effective.



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Need Help?

If you're wondering how you'll manage one more competing priority after what 2020 and 2021 threw at you, we get it. And we're here to help.

JPW has a strong history of managing communications and outreach for a number of high-profile, legacy capital improvements projects in California. If you're not sure you've got the staffing resources you need to be successful, we'd love to help. Or if you don't have the funding for ongoing outreach support, consider bringing us in to create your outreach and engagement framework to set your projects up for success.



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