

Communications and Outreach Plan

Version 0

Participatory Budgeting Initiative



PARTICIPATORY BUDGETING
Budget & Management Services
CITY OF DURHAM

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Date

Communications and Outreach Plan

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List of Acronyms and Abbreviations

Acronym/Abbreviation	Definition
ADA	Americans with Disabilities Act
PB	Participatory Budgeting
CRM	Customer Relationship Management
SC	Steering Committee

Communications and Outreach Plan

1. Purpose of the Communication & Community Outreach Plan

This Communication and Outreach Plan (CPOP) describes communications, public outreach, and community engagement during the first cycle of the Participatory Budgeting Initiative.

It is the vision and intent of Budget and Management Services and the Participatory Budgeting Steering Committee (SC), through this CPOP, to create a proactive and responsive communications and community outreach approach that builds trust and credibility for the initiative by engaging with a variety of stakeholders and residents to participate in the PB process. Building trust and credibility will require a thoughtful, inclusive, and authentic public outreach program that engages with the community's numerous and diverse stakeholders and residents early and consistently throughout the 2-year cycle.

1.1 Guiding Values

Communication efforts will be aligned with the Steering Committee's public participation goals, which the CPOP will follow as guiding principles.

- **Inclusion**
- **Correcting Harm**
- **Empowerment**
- **Community Building**
- **Transparency**

1.2 Refined Principles

To further distill these values, the CPOP focuses on the following three refined principles:

- **Equity** is working to correct past harm and committing resources to places of greater need. Equity is not the same as fairness. In order to implement equity, there will need to be an assessment of need and representation.
- **Trust** is the belief in the reliability, truth, and ability to communicate open and honestly about interests and needs both internally and externally.
- **Transparency** is a practice that involves timely and effective communication that is adapted to a wide and diverse audience and accurate sharing of intentional information in an accessible way that promotes accountability.
- **Community Benefit** improves access to services or activities that improve well-being, and/or increases the impact and reach of existing programs and services.

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2. Goals

- Projects that serve the most marginalized communities
- Build greater equity
- Engage more diverse populations
- Increase overall engagement

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3. Communication Team Roles & Responsibilities

This section describes the Communication & Outreach Team’s processes to manage, respond to, and monitor all communication, media relations, public involvement, and community outreach on the initiative.

Table 3-1 provides an organization chart for staff dedicated to communication during the PB process.

Table 3-1: Communication & Outreach Team Organization Chart

COMM TEAM	Position	Role
Communications & Outreach Manager	Budget Engagement Manager	The Communications & Outreach Manager is responsible for overseeing the communication strategy, staffing, materials development, and the quality control (QC) process. The Communications & Outreach Manager collaborates with the Communications Lead to ensure the communication strategy aligns with the guiding values and refined principles set by the SC.
Communications and Outreach Lead	Budget Engagement Coordinator	The Communications and Outreach Lead provides strategy and support for the initiative’s Internal Communications, Public Outreach, and Community Engagement staff along with the City of Durham public affairs team. The Communications Lead manages the production of materials within the team and reports to the Communications & Outreach Manager. The Communications Lead participates in weekly coordination meeting and coordinates regularly with the City of Durham Public Affairs Staff.
Communications and Outreach Support	Community Outreach Worker(s)	The Communications & Outreach Support staff assist the Communications & Outreach Lead.
Graphics Support	(New I-team person and Corporate Budget Analyst)	The Graphics Support staff is comprised of graphic artists supporting the production of communications materials under the direction of the Communications Lead.
Initiative Director	Budget and Management Services Director	The Initiative Manager is responsible for overall Team integration, and oversight. The Initiative Director coordinates with the Communications Manager and Communications Lead on the production and approval of communications materials.

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Strategies for Communication & Outreach Plan

The Communication & Outreach Team will employ strategies to enhance the outreach and engagement program and process so all members of the community have an opportunity to participate in the initiative.

Outreach will be inclusive of all populations, including underserved populations, such as LEP, minority and low-income, and any others who may be identified as the initiative progresses. The Communication & Outreach Team will attempt to engage and involve these populations by identifying neighborhoods and communities within the City of Durham and Durham Public Schools and determining the most effective means for outreach to them to provide information and encourage their involvement.

The communication tools and techniques highlighted in this CPOP will comply with federal, state, and local requirements as listed below.

- **Americans with Disabilities Act (ADA)** – Accessibility will be a priority for both physically accessible meeting locations and virtually accessible information available online.
- **Title VI of the Civil Rights Act of 1964** – The City of Durham, as an agency, complies with the rules and regulations of Title VI, including that “no person shall on the ground of race, color, and national origin be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving federal funds.”
- **Limited English Proficiency** – When a need is anticipated or a request is received for translation or interpretation services, public information, engagement materials, and meeting notices in the appropriate language(s) will be made available and/or interpretation services will be provided. Budget & Management Services will proactively provide dual-language materials and interpretation services when possible.
- **Underserved Populations** – The Communication & Outreach Team will share information with and encourage participation from minority and low-income populations, particularly those that are not currently engaged in local government processes. The Communications & Outreach Team will also consider opportunities for engaging with other potentially underserved populations, such as members of refugee and undocumented alien populations.

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Communication Methods and Tools

The Communication & Outreach Team will create and use a variety of informational tools and materials to assist with communications and public engagement efforts related to the initiative and the various components of the PB process. Tools will be developed for in-person and online use. The tools listed in this section will be developed for the widest possible audience to enable their use for a variety of focuses (e.g., public outreach, community engagement, government affairs, etc.). Recognizing that this CPOP is dynamic, other tools and materials not described below may be developed if circumstances suggest they would enhance outreach effectiveness.

3.1 Community Engagement

Community engagement and outreach methods focus on the coordination of strategic education and awareness building with residents, community groups and schools in Durham who may have an interest in the initiative but who aren't yet involved in the public processes associated with it, either because they lack knowledge about the initiative or don't know how to become involved in the public processes associated with the initiative.

Community engagement also includes strategic education of groups or individuals who support, promote, or engage in the initiative or express interest in doing so. This can take place through any of the following measures: dissemination of information to other groups or individuals; engagement with mass media, social media or other mass-communication methods and interactive participation through in-person outreach. The Communications & Outreach Lead will be responsible for executing the tools in this section with support and direction from other members of the Communication & Outreach Team.

3.1.1 Community Engagement Tools

Community engagement tools encompass the foundational tools needed for communication. These tools reach the widest audience and will be used across all stakeholder groups.

- **Website:** Participatory Budgeting Staff has established a website which serves as an online information center for stakeholders by providing an overview of the initiative, process timeline, upcoming events, news, and a contact form for stakeholders to reach the Participatory Budgeting Staff. The Communication & Outreach Lead will provide regular content updates.
- **Collateral (fact sheets, brochures, presentations, etc.):** Factual and up-to-date materials will be handed out at community events, public meetings, City of Durham partner or employee meetings, and other informative events. The Communications & Outreach Lead will be responsible for coordinating the creation of these materials and keeping them up-to-date.
- **Social Media:** Social media will be used to enhance communications as a platform for two-way communication and timely updates on a daily and weekly basis. The Communications & Outreach Lead, with support from the Outreach workers, will maintain Facebook, Twitter, and Instagram posts to facilitate strategic advertising of online idea collection, events, voting, and other opportunities for community engagement. The social media strategy developed for the initiative is outlined in Appendix B.

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- **Quarterly Advertising Campaign:** As a direct effort to engage uninvolved residents and stakeholders, quarterly advertising will be a cornerstone of producing high turnout and high engagement during idea collection and voting. The Office of Public Affairs will assist and provide input on the quarterly advertising campaign with concern to strategies, mediums, and outlets utilized to engage uninvolved residents and stakeholders.
- **Quarterly Blog:** A quarterly blog will be written on topics of interest such as industry news, PB updates, or milestones. This will serve both internal and external audience as easily digestible updates and news for the project and will help increase project transparency and awareness. The Communications and Outreach Lead will research and write the blogs with the support and direction of the Communications and Outreach Manager and Communication Team.
- **Speakers Bureau and Toolkit:** As needed, the Communications and Outreach Lead will develop presentations to update community organizations, City of Durham partners, and unengaged stakeholders. Such presentations will be in response to presentation requests, proactive outreach or subsequent to major initiative milestones. A speaking circuit will be established to assist with message dissemination and communicating opportunities for involved during the PB process. Speakers, including City of Durham Staff, Steering Committee members, and volunteers will be identified and made available for presentations. Associated PowerPoint presentations, handouts, and presentation materials will be developed.
- **Annual Report:** An annual report focused specifically on PB Durham will be created to provide an annual recap of progress.
- **Monthly E-Blasts:** E-blasts will be used to provide overall updates and promote public engagement efforts and opportunities for participation.
 - **Email management:** A subscriber list will be developed through an online sign-up form on both DurhamCommunityEngagement.org and DurhamNC.gov and through the collection of email addresses at public events. Current recipients of other Neighborhood Improvement Services (NIS) electronic updates will also be given the opportunity to opt into or out of e-blasts pertaining to PB. Emails will be administered either through the Nationbuilder database or Microsoft Outlook and will be made available on the website.
 - **Email Strategy:** Overall email strategy may include creating list segments based on location, affiliation, or other information as deemed appropriate. Email lists may also be used to administer surveys, collect input, or advertisement.
- **Pop-up Meetings:** Pop-up meetings will be used at existing community events and in high-traffic public spaces to have conversations with community members about PB Durham, gather input, answer questions, distribute information, and carry out promotional giveaways. The Communications Team will develop a pop-up meeting planning document and research to identify potential events and high-traffic locations. Planning for these events will be primarily on a monthly basis, with weekly review and confirmation of upcoming events.
- **Special Events:** Milestones will be celebrated using special events such as idea collection kickoff,

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and project groundbreakings that will incorporate elected officials, news media, and the local community.

3.2 Internal Communication

Internal communication and outreach methods will focus on educating and informing internal City of Durham employees and nonprofit partners of general and specific progress. Employees are the first line of customer service, and they need to be well informed to correctly represent PB Durham.

Communication directed internally will mirror the flow and timing of public information on a monthly and quarterly basis to ensure that City of Durham employees, partners, and consultants are informed before the public and are prepared for public conversations. The Communication and Outreach Manager will coordinate internal communications.

3.2.1 Internal Communication Tools

- **Monthly Round-up Email:** Internal email updates will be distributed to all impacted City of Durham departments. This tool will be the most frequent tool used for internal updates. If some employees do not have access to email (e.g., mechanics, operators) the email will be distributed in printed format.
- **Facility Brownbag/Roadshow:** As community organizations, partners, and others request more information on PB Durham staff will provide presentations and informational materials. The Communication and Outreach Manager will provide in-person updates at least twice per year.
- **Call Center:** Durham One Call may receive inquiries and comments from the general public. As a component of internal communications, the Communication and Outreach Manager will provide talking points to call center support staff.

3.3 Government & Elected Officials Relationship Management

The Communication and Outreach Manager is responsible for outreach to the local government stakeholder groups, local elected officials, key director and manager level staff, and any inter-governmental organizations connected with these individuals.

3.4 Public Outreach

Public outreach provides an opportunity to build trust and credibility for the initiative by engaging with a variety of stakeholders and residents to provide information and foster engagement. Through the tools listed below, the Communication and Outreach Lead is responsible for creating opportunities to engage with diverse stakeholder groups and residents early and consistently to ensure support for PB Durham.

A variety of meeting types and presentations are planned and detailed below. Additional meetings may be requested through an online meeting request form.

3.4.1 Public Outreach Tools

- **Community Meetings:** Community meetings will be held to share information and bolster public participation during all phases of the first PB Durham implementation cycle.

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- Outreach: Invitation methods may include newspaper display advertisements, postcards, flyers, social media and social media advertising, electronic methods (emails, website postings, use of third party email networks, etc.), targeted media relations, and outreach to community leaders and organizations.
- Materials: Public meeting plans outlining logistics, informational materials (exhibits, maps, handouts, etc.), meeting management tools (sign-in sheets, directional signs, etc.), input opportunities, and outreach/notification methods will be developed. Summaries will be prepared to document each meeting. Public meeting materials will be made available on the website.
- Locations: Meetings will be held in accessible community spaces located in close proximity to the transit stops.
- Format: An engaging open house format will be utilized to create informal yet informative events. Staff will be available to talk one-on-one with attendees. Public-friendly maps and infographics will be created. Public input tools may include surveys, comment forms, and interactive exercises. Formal presentations are not envisioned, and attendees would be able to come and go at their convenience.
- **Neighborhood-Based Public Meetings:** Additional meetings or facilitated workshops may be required to bolster participation from specific populations that are located within a designated area of the City. Outreach, materials, location and format will be determined based on the composition of the neighborhood and the stakeholders.
- **Online Participation:** Virtual idea collection and voting allow visitors to participate from the comfort of their own homes, which can greatly increase engagement and participation.
- **Stakeholder Meetings:** Stakeholder meetings will mirror the public meetings on a smaller scale. Stakeholder groups can request a presentation.
 - Format: Stakeholder meetings will generally include a PowerPoint presentation and a short Q&A session.
- **Informational Brownbag for Employers:** Informational brown bag lunch sessions for major employers (public and private) will be offered to share information and gather ideas.
 - Materials: PowerPoints, handouts, and promotional materials previously created for stakeholder meetings will be used in public brownbag sessions.
 - Location: Sessions will occur in the stakeholder/employer facility.
 - Format: Informational brownbags will generally include a PowerPoint presentation and a short Q&A session.
- **In-Person Meetings/Office Hours:** An in-person meeting may be more appropriate for certain interactions rather than a full presentation or public meeting. In these situations, office hours will be held at City Hall and City Hall East to accommodate detailed conversations with stakeholders.

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- **School Outreach:** Youth participation is the top priority for all members of the Steering Committee. During the PB Durham cycle staff will reach out to all middle and high schools in the Durham Public School system to share information and facilitate engagement in the process. The Communications and Outreach Team will conduct outreach to schools and establish long-term relationships during the process.

3.5 Traditional Media and Public Relations

Traditional media relations will be used to promote the widespread dissemination of PB Durham information, including key milestones, upcoming public meetings, and input opportunities by engaging reporters and soliciting media coverage. The Office of Public Affairs will be responsible for day-to-day media management including the release of media kits, press releases, and media alerts.

3.5.1 Media Communication Tools

The Communication Team will deploy the following tools to facilitate media communication:

- **Interviews:** The Communication and Outreach Manager and Communication and Outreach Lead will conduct proactive outreach and communication with established media contacts to increase reporter awareness of PB Durham, potentially resulting in favorable coverage. This includes pitching news stories to the media, arranging meetings with reporters and editorial boards to provide more in-depth information about the history and goals, and addressing specific questions about PB Durham. Media coverage opportunities will be further enhanced by tailoring communication to particular publications.
- **Media Tracking:** Media coverage of the initiative will be captured and incorporated into the outreach metrics and reporting. Ongoing evaluation will review the accuracy of information and the tone and reach of media coverage to determine if follow-up with reporters is needed.

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4. Data, Metrics, and Reporting

The Communications and Outreach Team will use metrics and reporting to measure the success of its communication and public involvement program. These results will be reviewed on a monthly basis to determine if the team needs to revisit the tools and tactics in this document.

4.1 Data Collection & Reporting

The Communications and Outreach Team will track the progress, traction, and outcomes of public involvement activities throughout the program to allow for adjustments or adaptations to messaging to better reach and accommodate stakeholders. Indicators will include metrics to track qualitative and quantitative changes in the audience’s level of interaction, overall tone of communications, and behavioral change/activity. A report including web analytics, social media analytics, and comment and outreach tracking will be emailed to the Communication and Outreach Manager on a bimonthly basis. The Communication and Outreach Manager will review the results and share them with the rest of the team. After the team reviews them, the results from this analysis will allow the Communication Team to adjust strategies as needed to achieve the specific goals of the communication efforts, such as reaching specific audiences or capturing specific input. A full list of the tracking tools and metric goals are provided in Table 8-1.

Table 8-1: Analytics and Metrics Goals

Tracking Tool	Metrics	Goals
Website Analytics	<ul style="list-style-type: none"> ▪ Daily page views and visitors ▪ Average visit duration ▪ Average pages per visit ▪ Web traffic sources, including social, direct, referral, and organic search ▪ New or returning visitors ▪ Visits by sources, including desktop, mobile, and tablet ▪ Top pages visited along with corresponding page views and average time on page 	<ul style="list-style-type: none"> ▪ Increased web traffic ▪ Continual increase in unique visitors ▪ Increased average visit duration ▪ Increase mobile device visits utilizing social media strategy
Social Media Analytics	<ul style="list-style-type: none"> ▪ Total organic impressions, engagements and link clicks ▪ Audience growth data, including total followers/fans and follower/fans growth ▪ Engagement count, including replies, retweets, and likes ▪ Engagements and impressions per tweet/post and follower ▪ Reactions, comments and shares 	<ul style="list-style-type: none"> ▪ Increased followers on all social media platforms ▪ Increased number of engagements per post per platform ▪ Positive tone of engagements

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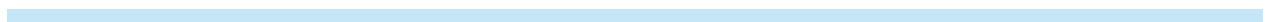
Tracking Tool	Metrics	Goals
E-Blast Analytics*	<ul style="list-style-type: none"> ▪ Opens ▪ Opens – Client Type Analysis ▪ Clicks ▪ Forwards ▪ Hard and soft bounces ▪ Opt outs ▪ Click through performance 	<ul style="list-style-type: none"> ▪ Increase number of recipients ▪ Increase number of opens ▪ Decrease number of opt outs
Public Meeting Metrics	<ul style="list-style-type: none"> ▪ Attendance ▪ Tone of comments and questions ▪ Comments received 	<ul style="list-style-type: none"> ▪ Increased attendance of new stakeholders ▪ Continued participation of existing stakeholders ▪ Comments that assist in the decision making process
Online Participation Analytics	<ul style="list-style-type: none"> ▪ Total page views ▪ Average visit duration ▪ Average time spent on each segment ▪ Web traffic sources, including social, direct, referral, and organic search ▪ New or returning users ▪ Visits by sources, including desktop, mobile, and tablet ▪ Download or click analytics 	<ul style="list-style-type: none"> ▪ Increased web traffic ▪ Continual increase in unique visitors ▪ Increased average visit duration

**Emails will be sent through Neighborhood Improvement Services email management system, Nationbuilder, to aid in tracking.*

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Appendix A: Stakeholder List- will be created after WTR Part 2 on 10/20

The table below outlines the community stakeholders, organizations, and non-profits that have been identified as serving, engaging, or interacting with youth, minority, low-income, and LEP populations that the Communications and Outreach Team will contact to share information and promote participations throughout the PB Durham cycle.



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Appendix B: Social Media Strategy

B.1 Goals and Objectives

B.1.1 Goal: Project Awareness and Engagement

- Sustain a social media presence for the entire 2-year cycle
- Monitor and enhance engagement of the project’s social media presence
- Grow social media network

B.1 Channels

The Communications and Outreach Lead will take advantage of the @PBDurhamNC existing follower base by acquiring administrative rights, rebranding, and posting through its Twitter, Facebook, and newly created Instagram account.

Channel	URL	Average Post Frequency
Twitter	https://twitter.com/pbdurhamnc	3-4 posts/week
Facebook	www.facebook.com/pbdurhamnc	3-4 posts/week
Instagram	https://www.instagram.com/pbdurhamnc	3-4 posts/week

B.1 Content Creation and Approval

- The Communications and Outreach Lead will work with the Communications and Outreach team to identify topics and timelines to create a social media content calendar.
 - All content will be approved by the Communications and Outreach Lead.

B.1.1 Visual Content

- Video
 - Developed: Videos may include clips of PB activity or spliced video content from a longer PB video.
 - Live: Live video broadcasts help connect with followers and the community in a new way, making the initiative more real, more relatable, and more accessible. Public meetings may be streamed live on Twitter and Facebook via their built-in video streaming services Periscope and Facebook Live. Other public events may also be streamed live, as applicable.
- GIFs
 - GIFs are easy to create and are effective and engaging to an audience. PB-specific GIFs will be created at important milestones or when appropriate. Twitter GIFs will also be used to supplement a post.
- Graphics
 - Graphics for recurring posts will be developed to support content. Graphics supporting special events such as public meetings will be developed to promote the meeting. Other



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graphics to support social media will be developed, as needed.

B.1 Engagement

Social media posts will engage with established social media accounts in the region that may relate to Participatory Budgeting, the City of Durham, or community engagement in general.

B.1vPaid Advertising

Paid advertising may be used to promote the initiative and to advertise public meetings. The purpose of an advertisement on social media is to increase followers, increase website traffic, promote public meetings, and promote other major initiative milestones.

B.1 Performance Indicators/Analytics

B.1.1 Frequency

Reports will be generated once a month through Sprout Social and sent to the Communications and Outreach Manager.

B.1.1 Metrics

- General:
 - Total followers
 - Follower growth
 - New followers
 - Profile visits
 - Tweets sent
 - Impressions
 - Engagements
 - Retweets
 - Clicks
 - Likes
 - Demographics:
 - Gender
 - Age
 - Location of fans
 - Video Metrics:
 - Views
 - Completion Rate
 - Paid Advertising Metrics:
 - Results
 - Impressions
 - Budget
 - Amount spent
-

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- Schedule



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