

2022 Strategic Communication Plan



**CITY OF MADISON
ENGINEERING DIVISION**

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TARGET AUDIENCES

- General Public
- Media outlets
- Neighbors (people living near major Engineering project sites)
- Contractors
- Potential Contractors, Companies
- Engineering Division Employees
- City of Madison Employees
- Community Partners
- Lawmakers: Common Council, Mayor, State and U.S. Representatives
- Engineering industry experts



CORE MISSION

The mission of the City of Madison Engineering Division is to provide a multi-faceted combination of Public Works services to the citizens and customers of Madison in a fair and consistent manner that allows for and encourages public input. The Engineering Division is responsible for the surveying, design, construction, mapping, GIS and maintenance of city facilities, streets, highways, sidewalks, bike path construction, bridges maintained by the City of Madison, stormwater facilities and sanitary sewers. The Division is responsible for all aspects of the Storm Utility, Sewer Utility and the Landfill Fee.



OVERVIEW

The City of Madison Engineering Division Strategic Communication plan is a process to raise awareness of City Engineering services, educate the public on its services and process, provide information to the public who need it, provide information to elected officials and increase community engagement through a proactive approach to public information sharing and communication.

The work Engineering does is not only necessary for the improvement of the City for the residents, but it's also disruptive financially, geographically and environmentally. Because of the nature of work and services Engineering provides, communication is essential to maintaining an open, positive relationship with the residents who expect the best service for the resources they use every day.

This plan will support the Division's mission to connect clearly with the community, even further than the minimum requirement. This plan will position the Division in a way where anyone who reads this plan, will be able to communicate both formally and informally to provide clear and consistent messaging. This plan will also share ways to measure the effectiveness of each method.



GOALS

1. Increase public knowledge of Engineering services.

Use communication tools on every medium to share educational information about Engineering process, tools and people providing services to the City. Insure the communication tools consider how we reach disadvantaged populations including low-income populations and people of color. This includes information about streets design, mapping, Storm Sewer Utility, Sanitary Sewer Utility, environmental, construction inspection, facilities and sustainability. Make a prominent, proactive effort especially during projects that disrupt the everyday lives of residents. Use Engineering podcast, Facebook page, website and Twitter to expand on topics.

2. Engage with community on projects proactively and clearly.

Through a proactive public information process, Engineering should provide frequent and understandable information during every part of the public engagement process for each project. Insure this fact sheets with clear information, conversational and concise letter or postcard invite notifications of meetings and a human approach to public information meetings when residents attend. The follow up after public information meetings should be supported by digital materials online on project webpage to post presentations from meeting. This also makes information the most accessible to as many people as possible.

3. Increase transparency with public and media through all projects.

Share information regularly throughout the project development process as the plans and specifications are developed and post relevant information on the Engineering website. Share information with residents, elected officials and public to insure diverse populations have access to the information. Main road projects will require more effort to reach stakeholders. Share information about the construction aspects of project and significant items impacting schedule during construction. This includes pre-construction letters, postcard invites, social media updates, letters about changes in timeline of projects, etc. Share regular press releases about project progress on main streets.





4. Make a positive footprint in the community by sharing Engineering programs, initiatives.

This includes Adopt-a-Median program, Adopt-an-Inlet program, Salt Certification program, sharing how leaf management impacts water quality in local waterways, pervious pavement projects, GreenPower program, Operation Fresh Start Program, Raingarden program, School raingarden program, Tunnel Art program, Watershed Studies, Preventative Maintenance Approach to Sewer Cleaning in the City and more.

5. Keep local elected officials informed.

Elected officials, typically the Mayor and Madison alder people must be informed about projects, programs and legislative matters impacting them and their districts. Any changes made to projects that differ from information previously provided must be promptly given to them. The goal is to inform the alders prior to informing the general public or, at a minimum, concurrent with information provided to the general public.

6. Communicate efficiently with the community during emergency situations.

Implement a streamlined, efficient process to communicate with property owners, residents, businesses and visitors during a crisis. Take care to insure that communications target people who are at risk but not easily reached due to their economic status or their understanding of the English language. Use text alerts, press releases, news conferences and other forms of information sharing as necessary to convey needed information. Provide information on best practices and services the City is providing during the emergency to inform the public, to mitigate damage to property and to reduce the risk of injury or loss of life. PIOs are representing all City agencies and information sharing is managed centrally during an emergency. Communication should be coordinated with the Mayor's Office when possible, however, this requirement should never prevent the timely distribution of information during an emergency.

Our RESJ Approach, an Extension of City's Framework

THE CITY OF MADISON HAS ALWAYS valued public participation and has worked hard to create opportunities for its residents to help create and inform various projects, programs, and policies. While many residents have taken advantage of opportunities such as serving on various committees or participating in public meetings, many others have not. Often, the opportunities created for people to participate in city processes left out many voices. Our City's processes tend to reinforce the status quo and give more weight to those who have more free time and know how to access and navigate systems and institutions. As a result, we leave out the needs and priorities of those with less political and social capital – oftentimes Black, Indigenous, and People of Color (BIPOC).

In order for the City of Madison to have inclusive processes, staff must commit to three principles:

1. Be willing to center BIPOC voices and others who have historically been marginalized. We must be explicit about this, in order to gain the trust of the very people we say we want to include.
2. Recognize that as members and employees of this institution, it is our responsibility to engage with people; not simply create opportunities for people to engage with us. Go to the people. Talk to them. Listen to them.
3. Embrace your role as employees and stewards of an equitable and inclusive process, by elevating and incorporating the feedback received from BIPOC and other communities historically left out of the decision-making processes.

This has been found especially difficult since final decisions are made in public meetings, where if the last person is compelling, their argument can easily drown out issues raised earlier. It is our responsibility, as employees and policy-makers for the City of Madison, to be the guardians of the process and to value the feedback provided by historically marginalized communities.

Read more in depth on the City's RESJI Public Participation Guide: https://www.cityofmadison.com/civil-rights/documents/EngagementGuide_web.pdf

COMMUNICATION TOOLS

City of Madison Engineering Division website

This website is the hub for all information about Engineering's services and how they're impacting the public. There are articles of initiatives, programs, latest news and ways to stay connected on projects. Regularly updated to reflect timely information and news.

Social Media (Facebook, Twitter, YouTube)

Social Media tools provide a more personal, behind-the-scenes look at how Engineering crews perform services for residents. This medium is also used to keep the general public updated on projects, changes in projects and upcoming public information meetings. Accounts are updated regularly with photos and videos. YouTube is where Engineering videos are stored. Links from YouTube are embedded on the Engineering Website.

Project Pages

Project pages are created within the Engineering Website for significant projects Engineering leads. On each page, there are timelines, description of project, upcoming public information meetings. Links to photos showing progress are sometimes used. These pages are updated weekly, or more frequently as changes arise in projects.

Everyday Engineering Podcast

This tool is used to educate the public and to reach a different demographic and audience than traditional email, mailers and social media. Podcast episodes go deeper into a topic with the experts. Posted twice-three times a month.



Waterways Newsletter

This stormwater and sewer utility newsletter is an annual mailer sent to all Madison residents. This focuses on information from the Engineering Stormwater Utility and Sewer Utility section.

The E Newsletter

The E Newsletter is a monthly resource of internal communication that goes out to City of Madison Engineering Division employees providing them need-to-know information. Information comes from monthly manager meeting, human interest articles from staff, promotions, openings, exits and data from media outreach from the month, which includes social media analytics, press releases and media coverage of Engineering programs.

Email Lists

Email lists are direct, targeted communication with subscribers grouped based on topics of interest and projects. Whenever there is a communication, project update or information of interest that would impact the email list recipients, project managers or public information officers send information through this tool. Topics include: flooding, bike updates, salt certifications, project updates, road closures, reconstruction.

Press Releases/Media Relations

Engage news organizations through relationship-building, press releases and social media; facilities news stories by responding quickly to information requests and coordinating interviews. Generate press attention.

Mailers, Postcards, Letters

Mailers, postcards and letters are printed information that maintains consistent Engineering Division brand image and messaging. These are mailed out to notify residents impacted by projects, assessments, changes in the timeline of a project, invitation to upcoming public information meetings, public hearings at Common Council and the Board of Public Works. In some instances, such as special assessment notices, these notifications are required to comply with specific legal requirements for notices and in those cases, staff must understand the requirements imposed upon the City by law.

Video (YouTube, Facebook)

Engineering Videos are short, informational, clips either professionally produced through City Media Team or shot on cell phones highlighting Engineering employees, infrastructure and initiatives. These videos are posted on social media and the Engineering YouTube page.

Alders

Inform alders of projects and/or other engineering project issues relating to their districts. Leverage the alders' existing communication networks/email lists to distribute information to community members.

Engineering Employees

Employees who work directly with the public are the face of the Engineering Division. Informed employees can engage the public during the course of routine work and interaction.

Engineering Customer Service Administrators

Our administration team, located downtown Madison and at Emil Street communicate daily with the public either face-to-face or via phone with resident questions and concerns about different projects, programs, permits, utility user charges and more.

City of Madison Flooding Website

This separate, Engineering content-provided website is a compilation of flood-related information for the general public. This website includes resources for anyone directly impacted by the flooding the City has experienced, anyone trying to prevent flooding from impacting his or her home or anyone still recovering from flooding. This website is updated with timely information on the City's watershed studies undertaken to provide solutions to flooding and to provide information during a flooding emergency. Information during a flooding emergency includes providing information on areas impacted by flooding, potential for additional flooding, potential for urban flash flooding, potential for lake level flooding and what residents and businesses can do to help protect themselves from flooding.

Flooding Text Updates

Web-based tool used to quickly distribute updated information during an emergency through text.

Press Conferences

A communication tool to share information and leverage the Media as open lines of communication to the public. Press conferences are to communicate big initiatives, timely projects, programs and/or changes with the public, through the media.

Internal City Digital Signs

Digital signs are a tool to share information internally, City-wide and with anyone who walks through City buildings with digital signs. Information about Engineering mediums may be displayed, upcoming public information meetings or emergency communication. These monitors are mostly located in CCB or MMB.

Community Partnerships

Community Partnerships connect the work Engineering does with the work of trusted community organizations. The intent is to build advocates and amplify messaging.

Virtual Public Information Meetings

A virtual public information meeting is a meeting held on Zoom where City staff involved in a project present, engage and ask for feedback from the public. The Public Information Officer hosts the meetings and works with the project manager on formatting, flow and moderating the Q and A session.

In-Person Public Information Meetings

Public Information Meetings are a more formal meeting where project managers and the team of experts involved in project as a whole solicits feedback and engagement from the general public on specific Engineering projects and initiatives through in-person outreach, a question and answer panel and presentation by staff. Schedule public information meetings for projects with the Alder(s) of the districts (s) that the project is located in.

Focus Group Meetings

Focus Group Meetings are meetings where project staff lead face-to-face meetings to get direct feedback from the community and to answer questions tailored to specific areas impacted by a project in the specific neighborhood.





KEY INITIATIVES FOR 2022

- Division wide staff meeting
- Intranet Internal Website Launch
- RESJ Video
- Spanish Flooding Website
- John Nolen Drive Outreach
- Onboard and Internal Promotion of New City Engineer
- Add Instagram in 2023-2024, build content for launch in 2023-2024

SOCIAL MEDIA STRATEGY

City Engineering has a Facebook page, Twitter page and YouTube Channel. Content is presented differently based on the medium. Social Media is another way Engineering is able to engage and connect with the community. These tools should be used regularly and leveraged to expand the Engineering's reach within the community. These tools should not be depended on, however, used to enhance and further the reach of information on Engineering Projects and the Division as a whole.



Facebook

- » Post 3 times a day during peak online traffic hours (6 a.m., noon, 4 p.m., 7 p.m.)
- » Post always with a visual (video, photo, infographic, etc.)
- » Engineering's Facebook started in 2018. We want to grow this audience.
- » These posts can be human, show behind the scenes perspectives and personality of projects, staff and public interaction.



Twitter

- » Post at least 3-5 times a day, when information is available.
- » Posts don't always need visuals, however, preferred
- » Engineering's Twitter started in 2018, we want to grow this audience.
- » These posts can be informational and to the point. Retweets are encouraged as we try to build our audience.



YouTube

- » This medium is used to store all videos we create in Engineering. Videos are posted here, then are embedded into our website.
- » Engineering's YouTube started in 2021.





PUBLIC ENGAGEMENT PROGRAM

*This program is not complex, nor is our communications approach with the community:
Be transparent, personable, human, equitable, clear, helpful and professional.
Make a special effort to reach hard-to-reach populations.*

City Engineering staff connects with the public through these main instances:

- Informally in person, via phone or via email
- In person during public information meetings
- Virtually during virtual public information meetings
- In person through focus group meetings and on-site meetings

The Engineering Public Information Officer (PIO) oversees the public engagement program, specifically for public information meetings. The PIO works alongside Project Managers (PM) for outreach:

- PMs should use public information meeting notification and presentation templates in the [PIM Doc Package](#). Coordinate meetings with impacted Alder(s).
- PMs are responsible for pre-notification to residents via postcard and mailings, but built with consistent branding, templates and structure from the [PIM Doc Package](#). Copy impacted Alder(s) unless prohibited during elections (more than 50 notices mailed cap). When prohibited because of elections, forward a copy to the Alder, but do not put the Alder's name on the invitation.
- PIO supports PMs with digital outreach for pre-meeting promotion with social media, City web updates.
- PIO works with PMs on the PIM presentation. PIO emcees, PM presents.
- PIO moderates the Question and Answer session during PIM. PM answers questions.
- Scheduling of PIMs, all dates should be requested and held in the PIO's Outlook Calendar.
- PIO handles technical set up of virtual PIMs and pre-PIM run-throughs if needed with PM.
- All updates to project pages should be emailed to PIO to post.

ALDER COMMUNICATION

The City of Madison has 20 alders who represent 20 districts in the City. When Engineering does a project in any of the districts, project managers are expected to communicate with the Alder(s) impacted by the project regularly, clearly and often.

Alders are valuable tools to learn the needs of a specific district, neighborhood or area. They work directly with the property owners and residents of the district. They also share updates on the project on their blogs, through neighborhood meetings and verbal communication.

Alders should be notified, via email at a minimum, during the following points:

- Pre-planning, designing
- Board of Public Works scheduling
- Common Council scheduling
- Public Information Meeting Scheduling
- Significant issues impacting the design
- Start of Construction
- Significant changes in the plan during construction
- Significant issues impacting the project or project schedule
- End of Construction
- Press Conference Scheduling and Events





2022 KEY COMMUNICATION AND OUTREACH ACTIONS

FIRST QUARTER (JANUARY - MARCH)

- Press Conferences: Carbon Cure Cement Pour
- Virtual Public Information Meetings: Davies Street and Dempsey Road, Lake Mendota Drive, S. Owen, Keating Terrace and Caromar Drive, Dunn's Marsh Watershed, Hammersley, Pheasant Branch Watershed Study, Russell Street Reconstruction, Lake Mendota Drive PIM No. 2, Braxton Pl/La Mariposa Lane, Worthington and Powers and Thurber, Bikeways/Bay Creek Improvements
- Women in Construction Week: March 1-4 (Videos, Written Bios, Photos) Open to All Public Works Agencies *New this year
- Videos: 12-14 Shoots for Rob Retirement Video, AASPIRE Program General Promo Video, Engineering Division PIO AASPIRE Intern Experience, Women in Construction Videos: Kara Jafferis, Janet Schmidt, Margaret Kraege, Rebecca Qureishi, Cindy Hemenway
- AASPIRE PIO Program Prep
- Held ZUNCH Presentation Media Training for local media: Road Construction 101, What is an Alder?, City Organization
- Contractor Networking Event Virtual with DCR
- Rob Retirement Planning Began
- Carbon Cure Event with Girl Scouts Planning
- Semi-Annual Contractors Meeting Virtual
- Internal Website Development Began
- [Press Releases](#)

SECOND QUARTER (APRIL - JUNE)

- Press Conferences: Rob Retirement Emcee Party,
- Virtual Public Information Meetings: Lake Mendota Drive No. 3, Greentree/McKenna Watershed Study, W. Main Bike Blvd., West Towne Path Ph. 3, Olbrich Thai Pavilion, Spring Harbor Dredge, Bay Creek Bikeways and South Shore Drive
- Videos: Rob Retirement Video, Pollinator Week Shoots, Madison Common Council Names Bridge After Rob Phillips, Pollinator Pointers: What are Pollinators?, Plant Natives, Powerhouse Plants, Early Blooming Species, Native Grasses, Terrace Rain Garden Maintenance: Entrances, Rain Garden Maintenance: Weeding
- AASPIRE PIO Program prep, begins

- Carbon Cure Event with Girl Scouts
- Internal Website Planning Continues
- State Energy Fair in Stevens Point
- May: Historic Preservation Month Education Campaign, Press Releases, Social Media
- Lead Infrastructure Week PR Campaign for City May 16-20 (Photos + Written Profiles)
- Lead Public Works Week PR and Social Media Campaign for Public Works May 16-20 (Written Press Release + Social Media Posts)
- Madison College Journalism Lecture Panelist
- Nat'l Safe Digging Month: April
- [Press Releases](#)
- [Blog](#)

THIRD QUARTER (JULY - SEPTEMBER)

- Press Conferences: Focus on Energy Excellence Award
- Virtual Public Information Meetings: Lower Badger Mill Creek Pond Watershed Study, Wexford Pond, Hammersley 2, Central Isthmus Watershed Study, S. Pickney Street Resurfacing, Willow Creek Watershed Study
- Videos: AASPIRE Intern Video Shoot, Honey Harvest with OFS, Street Meets
- Spanish Flooding Site Almost Complete
- ENG Town Hall Planning Begins
- Updated Division-wide Org. Chart
- Launched new Blog Series “Since 2018”
- DPCED PIO Interviews
- Waterways 2022 Development, mailed out
- AASPIRE PIO Program
- [Press Releases](#)
- [Blog](#)

FOURTH QUARTER (OCTOBER - DECEMBER)

- Public Information Meetings: Mendota Grassman Greenway, Lake Mendota Drive, East Isthmus Watershed Study, Owen Drive, Town of Madison Final Meeting, Near West Watershed Study, Felland, Door Creek Watershed Study, Halo Lane Twilight Trail, Wingra Proper Watershed Study, East Badger Mill Creek Watershed Study, Resurfacing 2023
- DPCED PIO Onboarding
- Zeier Road Men’s Shelter PR, Media Day Interviews
- Zeier Road Men’s Shelter Move In Day
- RESJ Video Script
- All Hands Divisionwide Meeting Planning, Video Editing, Shooting
- SiteImprove Training for Downtown Admin Staff
- GEAR Intranet Content Gathering/Planning
- Semi Annual Contractors, Developers and Engineers Meeting
- FutureQuest
- [Press Releases](#)
- [Blog](#)

MEASURES OF SUCCESS

The success of the Engineering Division’s Strategic Communication Plan can be measured through growth in our social media followers, email list subscribers, web page analytics, media mentions and participation in our programs and community meetings.

Measure	2022 Actual (Collected at end of 2022)
Social Media Followers (all platforms)	1,258
Flooding Alert Text Messages	0
Number of Media Requests	52
Number of PIM Notifications (email, postcard, letters)	89,328
Public Information Meetings	42
Focus Group Meetings	0
Website visitors	257,314
Total Page Views to Projects Landing Page	11,389
Podcast Subscribers	n/a: IT cannot track this yet
Press Conferences	2
Videos Produced on Social Media	33
Twitter Follows	450
Facebook Likes, Followers	773

APPENDIX

There are a number of supporting tools to help accomplish this communication plan as indicated below:

- City of Madison Engineering Facebook Page (2019): www.facebook.com/CityOfMadisonEngineering/
- City of Madison Engineering Twitter Page (2019): www.twitter.com/MadisonEngr
- City of Madison Engineering website: www.cityofmadison.com/engineering/
- City of Madison Engineering Podcast “Everyday Engineering”: <https://link.chtbl.com/Eng>
- Public Information Meeting Template Toolkit
- [Media Training Presentation for Operations Crews](#)
- Citywide Crisis Communication Plan
- Citywide Communication Plan
- [Document Services](#)
- [Media Team](#)
- [Printing Services](#)
- [Public Information Officer Lists](#)
- [Web Team](#)
- Style Guide: Presentations
- [Style Guide: Logo Use](#)
- [Style Guide: Text Format Guide](#)
- [Style Guide: Map Standards](#)
- [Plain Language Guide](#)
- City [Photo Library](#)
- [Marketing Tools](#)
- [Marketing Policies, APMs](#)
- Press Toolkit (press advisory use, template, press conference use, template, press release use, template, how to set up a press conference)
- [City of Madison Traffic Cameras](#)
- [Helpdesk](#)
- [EmployeeNet](#)
- SharePoint
- [Reserve a Car: City Pool Vehicles](#)
- Action Plan Template
- [RESJ Participation Guide](#)