

# INTEGRATED COMMUNICATION PLANNING

Jacqueline Tate  
Director of Public Affairs  
Great Lakes and Ohio River  
Division

Bill Peoples  
Chief of Public Affairs  
Nashville District

2 April 2020



US Army Corps  
of Engineers®





*“We choose to go to the Moon in this decade and do the other things, not because they are easy, but because they are hard; because that goal will serve to organize and measure the best of our energies and skills, because that challenge is one that we are willing to accept, one we are unwilling to postpone, and one we intend to win, and the others, too”*

*President John F. Kennedy*

# WHY COMMUNICATION PLANNING?

- Support USACE mission/vision
- Define and achieve communication goals
- Support USACE mission/vision
- Maintain trust of public and stakeholders
- Define and achieve communication goal
- Honestly assess organization
- Focus limited resources
- Target most important audiences
- Create strategic mindset
- Develop communication/engagement milestones/






# HAVE YOU EVER DEVELOPED A COMMUNICATION PLAN FOR A STUDY?

**Nope, that's someone  
else's job**

**I've been involved  
peripherally**

**Yes, I've led or co-led  
development**

**Click on the Annotation option  on the left side of your screen and then use the Pencil Tool or checkmark to mark your response.**





# R-PIE: 10-STEP COMMUNICATION PLANNING PROCESS

## Research

**Step 1:** Identify Communication Requirements

**Step 2:** Analyze Current Situation

**Step 3:** Identify Issues and stakeholders

## Planning

**Step 4:** Determine Communication Goals and Objectives

**Step 5:** Determine Best Communication Strategies, Tactics, Key Messages and Talking Points

**Step 6:** Develop Communication Budget (if applicable)

## Implementation

**Step 7:** Communication Summary and Action Matrix

**Step 8:** Use Action Matrix to ensure implementation

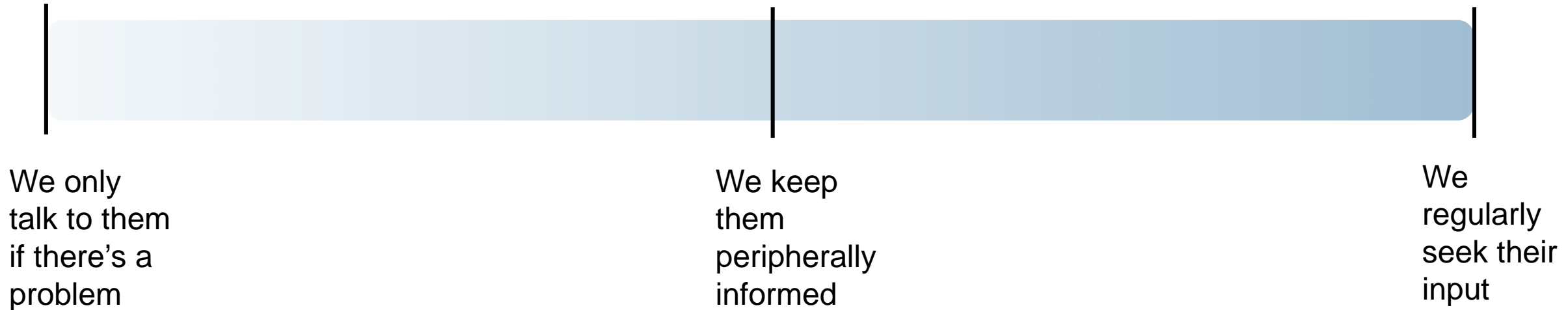
## Evaluation


**Step 9:** Determine best way to measure if communication goals and objectives were achieved

**Step 10:** Conduct/evaluate research and compare results; Use feedback for this or future plans



# HOW INVOLVED IS YOUR DISTRICT PAO IN YOUR STUDIES?



**Click on the Annotation option  on the left side of your screen and then use the Pencil Tool or checkmark to mark your response.**



# STEP 1: IDENTIFY COMMUNICATION REQUIREMENTS (DEFINING THE ISSUE)



What is the issue?

## STEP 2: ANALYZE THE CURRENT SITUATION

### Analyze current situation

- Research the Communication Environment
- ~~Conduct survey~~
- Ask

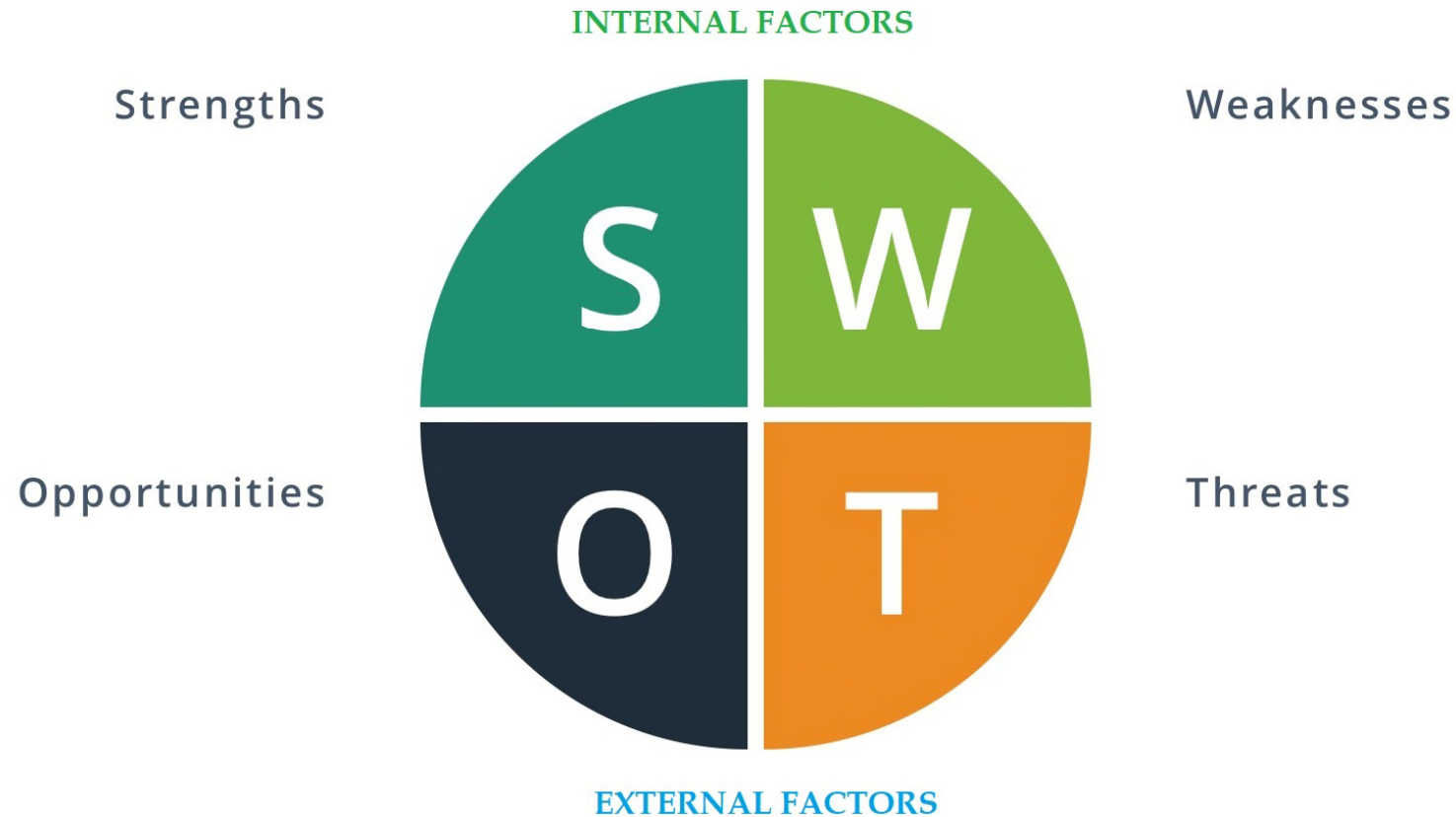






## STEP 2: ANALYZE THE CURRENT SITUATION

# SWOT ANALYSIS



## **STEP 3: IDENTIFY PROGRAM/PROJECT/ISSUE STAKEHOLDERS AND TARGET AUDIENCES.**

### **Issues Management**

- Who are your stakeholders?
- What are their issues?
- Build a relationship





## STEP 3: IDENTIFY PROGRAM/PROJECT/ISSUE STAKEHOLDERS AND TARGET AUDIENCES.

Factors to Consider in Determining Appropriate Level of Stakeholder Engagement	A	B	C
1. To what extent are stakeholders (sponsors, agencies, NGOs, public, etc.) aware of the project and/or Corps processes (i.e., has the Corps done previous outreach on the project or processes such as dam/levee safety, flood risk management, ecosystem restoration, environmental remediation, regulatory procedures, etc. to build a foundation of awareness)?	All well informed	Some/ partial	Low
2. Is there broad local approval of the process and potential outcomes? (To assess/predict project approval, ask district staff, search online for news coverage of previous Corps work in the community or similar work in other communities, and ask the sponsor and stakeholders. Consider any risks of controversy and litigation.)	Yes	Moderate	No/ Low
3. If there is a study/project sponsor, what is the cost-share arrangement for the feasibility study, construction and/or O&M? <i>NOTE: The more the sponsor has at stake, the higher level of involvement needed.</i>	N/A (no sponsor)	Sponsor responsible for O&M	Sponsor responsible for portion of feasibility, construction and/or O&M
4. Rate the relationships between the District, sponsor, and local community.	Good	Fair	Poor
5. Is the sponsor a partner in communication and willing/able to assist in conducting public outreach? (Do they have capacity such as technology, media/stakeholder access, and other communication resources? Are they performing public involvement as part of their in-kind work? Does their messaging align with the Corps'?)	Reliable Communication Partner	Can assist to a limited extent	No resources and/or different message
6. Are there special considerations that would require multiple public involvement meetings to ensure the inclusion of all stakeholders (i.e., large geographic area, minority communities, etc.)?	No	To some extent	Yes
<b>Total of Each Column</b> <i>Tally the responses in each column</i>	<b>A = ____</b>	<b>B = ____</b>	<b>C = ____</b>
<b>Recommended Level of Stakeholder Engagement:</b>	<b>Low (minimum as required by NEPA okay)</b>	<b>Medium</b>	<b>High</b>



## **STEP 4: DETERMINE THE COMMUNICATION GOALS AND OBJECTIVES**

### **Goals**

- Most important step but often overlooked
- Desired end state
- Address main issues and interest
- Key stakeholders (already identified)
- Long-term focus, broad, global and futures statements of “being”
- Uniquely distinguished to key stakeholders

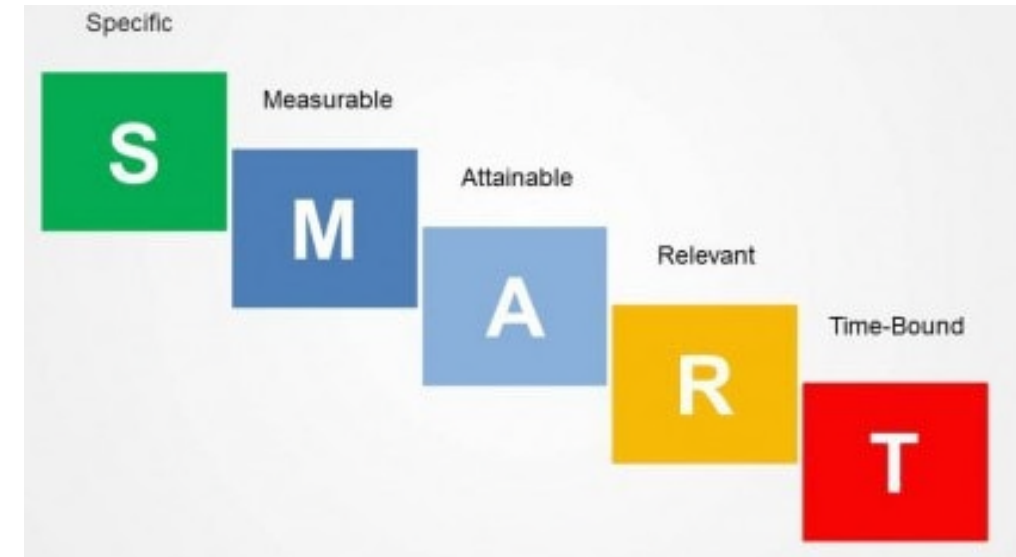




# STEP 4: DETERMINE THE COMMUNICATION GOALS AND OBJECTIVES

## Objectives

- S.M.A.R.T.
- Define **WHAT** opinion, attitude or behavior from stakeholders
- Specify how much change from each stakeholder
- By when



*Strategy influenced by goals and objectives*  
*Tactics flow from well-formed objectives*



## **STEP 5: STRATEGIES, TACTICS, KEY MESSAGES AND TALKING POINTS TO ACCOMPLISH THESE COMMUNICATION OBJECTIVES.**

14



### **Strategies**

- Roadmap to goals and objectives
- Describe HOW to reach goals and objectives

### **Tactics/Tools**

- Specific elements of strategy
- What you are going to do
- Products/Services and Activities

### **Activities/Actions**

- Details of Tactics
- Dates, POCs, Expected Attendance and Outcomes
- Captured in Action Matrix (Step 7)







## **STEP 5:** STRATEGIES, TACTICS, KEY MESSAGES AND TALKING POINTS TO ACCOMPLISH THESE COMMUNICATION OBJECTIVES.



### **Key Messages**

- Communicate with public and stakeholders
- Broad overall information for public
- Specific targeted info to stakeholder group
- Mixture works best
- Short bumper sticker (9-12 second soundbites)
- 27-9-3 (27 words, 9 secs, 3 ideas/messages)

### **Talking Points**

- Supports key messages
- Longer and more detailed






# DOES YOUR STUDY BUDGET TYPICALLY INCLUDE A LINE ITEM FOR COMMUNICATION?

Not sure

No

Sometimes (study-  
dependent)

Yes

Click on the Annotation option  on the left side of your screen and then use the Pencil Tool or checkmark to mark your response.



## STEP 6: DEVELOP A COMMUNICATION BUDGET (IF APPLICABLE)



### **Communication Budget**

- Labor costs
- Materials
- Printing
- Postage
- Outside Facilitators
- Other Contractors
- AV Costs





# Step 7: Communication Summary Template and Action Matrix



**Problem / Opportunity:** Continued delays on Project X stemming from lack of understanding of USACE capability Y are causing audience Z to appeal to legislators and the media, affecting USACE's reputation.

**Purpose:** Audience Z, particularly city councilmember 1, mayor 2, and industry rep 3. Additional target audiences include media reps 1 and 2 and legislator 1.

**Communication Goals:** To remove project communication hurdles by improving target audience understanding of and appreciation for capability Y.

## Communication objectives:

- 1) Enhance Legislator 1's appreciation for the local economic benefit of Project X by 30 July 2017.
- 2) Enhance Audience Z's appreciation for USACE's focus of safety by 30% by 30 Sep 2017.
- 3) Increase message exposure to target Audience Z of USACE capability Y by 20% between July and Sept 2017.
- 4) Increase message exposure to media reps and legislator 1 by 15% between July and Sept 2017.

## Strategies and Tactics:

Strategy: Create tools and products to help target audiences understand USACE capability Y and its impact on Project X's completion milestones.

### Tactics:

- 1) Set up webpage just for Project X, include Capability Y information and information of the Corps' focus on safety and economic benefits of Project X
- 2) Create 1-page factsheet on Capability Y
- 3) Create infographic of Capability Y
- 4) Create and post online PPT overview of economic benefits of Project X

Strategy: Direct engagement to expose target audiences to USACE capability Y and its impact on Project X's completion milestones.

### Tactics:

- 1) Face-to-face meeting with city councilmember 1, mayor 2 on day 1
- 2) Face-to-face meeting with industry rep 3 on day 2

- 3) VTC with HQ to solicit support to engage Senator Z

Strategy: Broad message exposure on USACE perspective on Capability Y's impact on Project X.

### Tactics:

- 1) Letter to editor by COL A
- 2) Article and Youtube video published
- 3) News release on day 2
- 4) Weekly social media announcements

Strategy: Media engagement to expose target audiences on USACE perspective on Capability Y's impact on Project X..

### Tactics:

- 1) Media roundtable
- 2) Pitching to broadcast channels 5 and 12, newspapers X and Y
- 3) Media availability at Project X

## Key Messages:

- 1) The safety and health of the community, as well as our workers, is the number one priority for the Corps.
- 2) We will be using proven controls and precautions to address safety and other engineering details during the lifetime of Project X
- 3) The Environmental Assessment determined there would be no significant environmental impact as a result of this proposed action.
- 4) We are actively engaging the community to address any concerns.
- 5) Project X will bring an estimated \$17.5 million in revenue to the local economy.



# Step 7: Communication Summary Template and Action Matrix

19



Date	Action	Responsibility	When	Method	Phone	Email
23 JUL	Create webpage, factsheet, infographic, PPT overview, etc.	PAO	By COB	Post online		
24 JUL	Commander approval of all public information, inform MSC/HQ of way forward	Commander	Morning	F2F		
27 JUL	Email to Audience Z members to hold F2F meetings	XO	By COB	Email		
30 JUL – 5 AUG	<b>Hold F2F meetings with Audience Z</b>	Commander		F2F		
6 AUG	<b>Backbrief to MSC/HQ on Audience Z meetings</b>	Commander	Morning	VTC		
10 AUG	<b>Stakeholder notifications (mass emails)</b>	PAO	Noon	Email		
10 AUG	Public release of website, PAO projects	PAO	1300	Web		
10 AUG	Media pitching re public website	XO	1300-COB	Phone		
10 AUG	Send out media advisory for news conference	PAO	1300	Email		
16 AUG	Public Meeting	Commander / PAO	1300 -1400	F2F		
16 AUG	<b>News conference / Media webinar</b>	PAO/SME	1500	F2F / via internet		
10 SEP	<b>Subcommittee Meeting</b>	Commander	Morning	F2F		
10 SEP	<b>Backbrief to MSC/HQ on Subcommittee meeting</b>	Commander	Afternoon	VTC		
Continuous	Follow-up media interviews	PAO / SME	Misc	Misc		
Continuous	Follow-up stakeholder engagements	Commander / SME	Misc	Misc		





## STEP 8: USE ACTION MATRIX TO TRACK AND ENSURE IMPLEMENTATION



### Action Matrix

- Track and ensure implementation after Step 7
- Living Document

**A**ction  
**C**hanges  
**T**hings





# HOW DO YOU DETERMINE WHETHER COMMUNICATION WAS SUCCESSFUL?

i.e. both parties understand action items / do-outs

**Click on the Annotation option  on the left side of your screen and then use the Text Tool (T) to type a response. Click away from your text when you are done.**



## **STEP 9:** DETERMINE MOST APPROPRIATE WAY TO MEASURE WHETHER THE COMMUNICATION GOALS AND OBJECTIVES WERE ACHIEVED.

### **Communication Measurement**

- Hardest thing we do
- Goals and Objectives?
- Key Messages to Stakeholders?
- Understanding and Action?
- Both Subjective and Objective

### **What to Measure?**

- Outputs – products, materials, and activities
- Outtakes – statistics of what you did
- Outcomes – impact to stakeholder/audience and did behavior change or action take place



- Review formal or informal research
- Follow-up research
- Review and Perform Follow-on SWOT
- Update Plan

***Communication thinking process and planning cycle continues***



*"If you fail to plan; you plan to fail."*

## Ben Franklin



Questions?