

# 2023 Strategic Communication Plan



**CITY OF MADISON  
ENGINEERING DIVISION**

# TABLE OF CONTENTS

TARGET AUDIENCES .....	1
CORE MISSION .....	2
OVERVIEW .....	2
GOALS .....	3
OUR RESJ APPROACH .....	5
COMMUNICATION TOOLS.....	6
KEY INITIATIVES FOR 2023.....	9
SOCIAL MEDIA STRATEGY .....	10
PUBLIC ENGAGEMENT PROGRAM .....	11
ALDER COMMUNICATION .....	12
2023 KEY COMMUNICATION AND OUTREACH ACTIONS.....	13
MEASURES OF SUCCESS .....	15
APPENDIX.....	16

## 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
- Law/Policy Makers: 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 residents 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 Stormwater 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 processes, 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 and to serve the residents, but it can also be disruptive. Because of the nature of the 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 processes, tools and the people providing services to the City. Ensure the communication tools consider how we reach disadvantaged populations including low-income populations and people of color. This includes information about street design, mapping, Stormwater 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. Provide fact sheets with clear information, conversational and concise letters and/or postcard invites to meetings, along with an engaged, respectful, open-minded approach to public information meetings. When appropriate, provide a survey (questionnaire) for residents to provide direct input on aspects of a project. The follow up after public information meetings should be supported by digital materials online on the project webpage, including presentation materials and recordings, if available. This also makes information 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 ensure diverse populations have access to the information. Major street projects will require more effort to reach stakeholders, which may include additional meetings (virtual or consider in-person) and mailings. Share information about the construction aspects of projects and significant items impacting schedule or access 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, Salt Certification program, sharing how leaf management impacts water quality in local waterways, pervious pavement projects, GreenPower program, Operation Fresh Start Program, Roger Bannerman Rain Garden Program, School raingarden 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 alderpersons 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 ensure 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/RESJI\\_PublicParticipationResourceGuide.pdf](https://www.cityofmadison.com/civil-rights/documents/RESJI_PublicParticipationResourceGuide.pdf)

To support this effort, the Engineering Division has an Equity Team, which includes representatives from the various sections with the Division. Each year, the team develops an Equity Action Plan, to focus on making improvements to various policies or processes within the Division that may not be as equitable as they could/should be. This may include improvements to our communications in a variety of ways. The [Equity Action Plan](#) is available on Engineering's intranet site, [GEAR](#).

# 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 all projects Engineering leads. On each page, there are timelines, description of the project, upcoming public information meetings, and materials from prior engagement. 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 two-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; facilitate 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, and may be embedded on Engineering webpages, such as project pages.

## **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 with public during the course of routine work and interaction.

## **Engineering Customer Service Administrators**

Our administration team, located downtown in the City-County Building 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 their 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

In-Person 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 district(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 2023

- In-Person Division wide staff meeting
- Build out GEAR Video Library
- Launch Instagram
- Stormwater Week 2023

# 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.

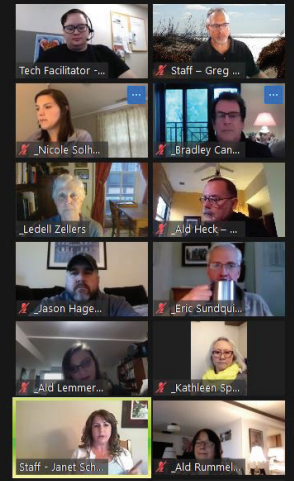


# Historic Flooding: Flash Flooding on August 20-21, 2018



NOAA Atlas 14 Intensity Duration Frequency (IDF) Recurrence Interval

Duration	PDS-based precipitation frequency estimates with 90% confidence intervals (in inches) <sup>1</sup>									
	Average recurrence interval (years)									
	1	2	5	10	25	50	100	200	500	1000
5-min	0.381 (0.327-0.447)	0.437 (0.373-0.511)	0.531 (0.453-0.623)	0.613 (0.520-0.722)	0.732 (0.605-0.889)	0.829 (0.670-1.02)	0.929 (0.728-1.16)	1.04 (0.782-1.32)	1.18 (0.861-1.54)	1.30 (0.922-1.71)
10-min	0.559 (0.478-0.654)	0.639 (0.547-0.749)	0.777 (0.663-0.912)	0.898 (0.761-1.06)	1.07 (0.886-1.30)	1.21 (0.961-1.49)	1.36 (1.07-1.70)	1.52 (1.14-1.93)	1.73 (1.26-2.25)	1.90 (1.35-2.50)
15-min	0.681 (0.553-0.798)	0.780 (0.667-0.913)	0.948 (0.808-1.11)	1.10 (0.928-1.29)	1.31 (1.06-1.59)	1.48 (1.20-1.81)	1.66 (1.30-2.07)	1.85 (1.40-2.36)	2.11 (1.54-2.75)	2.32 (1.65-3.05)
30-min	0.939 (0.694-1.10)	1.08 (0.921-1.26)	1.31 (1.12-1.54)	1.52 (1.29-1.79)	1.82 (1.50-2.20)	2.06 (1.66-2.52)	2.30 (1.81-2.88)	2.57 (1.94-3.27)	2.93 (2.13-3.81)	3.21 (2.28-4.22)
60-min	1.19 (1.02-1.40)	1.36 (1.18-1.62)	1.71 (1.46-2.01)	1.99 (1.69-2.35)	2.40 (1.99-2.92)	2.74 (2.21-3.36)	3.09 (2.42-3.85)	3.45 (2.60-4.40)	3.96 (2.88-5.15)	4.36 (3.09-5.72)



## 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





## 2023 KEY COMMUNICATION AND OUTREACH ACTIONS

### FIRST QUARTER (JANUARY - MARCH)

- Press Conferences: Press Conference: Feb. Fire Station 7, Sen. Baldwin Roundtable, Solar Funding
- Virtual Public Information Meetings: Wilson/Broom, Hudson/Miller/Willard/Center/Sommers, Davies-Dempsey, Madison Public Market, Robin Greenway, John Nolen Drive, Atwood Avenue, Autumn Ridge, Harvey Street and Schmitt Place, Pleasant View Road, Robin Greenway No. 2,
- Bid Talks: None
- Added Engineering Eventbrite
- Women in Construction Planning Began
- Started planning for naming the plows
- First version of GEAR for review
- Live AM Show promo Snow Plow Naming
- Launched MI-TE Press Launch
- Jan: Engineering Recruitment Brochure
- Job Fairs for engineers: UW-Madison, UW-Platteville, UW-MKE
- Semi Annual Contractors Meeting
- Live AM Show promo Women in Construction
- Alder Onboarding Video Planning
- Launched GEAR
- Prime and Sub Networking Event
- Women in Construction Week PR with Videos, Bios, Photos
- AASPIRE PIO Program Prep
- Contractor Networking Event Virtual with DCR
- Semi-Annual Contractors Meeting Virtual
- [Press Releases](#)

## SECOND QUARTER (APRIL - JUNE)

- Press Conferences: JND Funding with WHO
- Virtual Public Information Meetings: Sidewalk Replacement Program Dist. 18, Glenwood Park, Sidewalk Replacement Program Dist. 12, Bartillon Shelter, East Madison-Bartillon Shelter, Hawthorne Library-Bartillon, John Nolen Drive No. 2, Regent Street Culvert
- Bid Talks: Thai Pavilion, Brittingham, Door Creek, Tenney Park Beach Shelter
- Live AM Show promo Rain Garden Program
- AASPIRE Interviews
- Facilities Bid Talks Launch
- Waterways planning, writing begins
- Stormwater Awareness Week Planning
- Midwest Renewable Energy Fair, Custer, Wis.
- AASPIRE PIO Program prep, program begins
- [Press Releases](#)
- [Blog](#)

## THIRD QUARTER (JULY - SEPTEMBER)

- Press Conferences: Univ. Ave Ribbon Cutting Ceremony
- Virtual Public Information Meetings: Hawthorne Ct Reconstruction, Sheboygan-Segoe, Warner Park Cherokee Marsh Watershed Study, Wingra Watershed Study, Door Creek Watershed Study, Bikeways: UW Arboretum Entrance, Bartillon No. 1, Bartillon No. 2, Knutson Drive
- Bid Talks: Madison Public Market, State Street Campus Garage
- First Summer at the Storm Drains PR Launch
- Wisconsin Stormwater Week
- Madison Public Market Event Open House Planning Begins
- Engineering Division First In-Person All Hands Planning Begins
- Waterways Wraps Up for Review and Print
- DCR PIO Work
- Madison Public Market Open House Event
- MPO PIO Interview Panel
- [Press Releases](#)
- [Blog](#)

## FOURTH QUARTER (OCTOBER - DECEMBER)

- Press Conferences: Leaf Press Conference, Public Art Dedication South Pickney, Madison Public Market Groundbreaking
- Public Information Meetings: Harvey Schmitt SW Addition To Blackhawk Drive, Burr Jones, Near West Watershed Study, Stormwater Vegetation Plan No. 1, Lowell Street, Imagination Center at Reindahl Park, Sauk Creek Corridor No. 1, Sauk Creek Corridor No. 2, Stormwater Vegetation Management Plan, Stormwater Vegetation Management Plan (Virtual), Knutson Drive, Lake Mendota Drive Phase 3, East Wilson Street and East Doty Street, Rutledge Street, Resurfacing 2024
- Bid Talks: Metro Hanson Road, State Street Campus Garage No. 2
- 2023 First In-Person All Hands Engineering Division Meeting
- Water Utility Water Outreach Specialist Interview Panel
- Live AM Show Promo Winter is Coming Press Push Baseball Cards
- Dane County Critical Incident/Mass Violence Response/Utilizing PIO
- [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	2023
Flooding Alert Text Messages	0
Number of Media Requests	135
Number of PIM Notifications (email, postcard, letters)	489,332*
Public Information Meetings (2023-2024)	43
Bid Talks (2023-2024)	8
Focus Group Meetings	~
Website visitors	256,307
Total Page Views to Projects Landing Page	~
Podcast Subscribers	n/a: IT cannot track this yet
Press Conferences	6
Videos Produced on Social Media	81
Twitter Follows	~
Facebook Likes, Followers	564
Facebook Reach	86.3K

*\*2023 mailings were fueled by outreach for Stormwater management initiatives like: Robin Greenway Improvements, Robin Greenway Design Workshop, Wingra Proper Watershed Study, Door Creek Watershed Study, Near West Watershed Study, Stormwater Utility Vegetation Management Plan Listening Session, Sauk Creek Greenway Corridor Plan Kick Off.*



# 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/](http://www.facebook.com/CityOfMadisonEngineering/)
- City of Madison Engineering Twitter Page (2019): [www.twitter.com/MadisonEngr](http://www.twitter.com/MadisonEngr)
- City of Madison Engineering website: [www.cityofmadison.com/engineering/](http://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](#)