



## **Measure P Strategic Communication and Outreach Plan**

January 2018

### **OVERVIEW**

The Measure P Strategic Communication and Outreach Plan provides guidance and support for communication and public outreach activities for the Chula Vista voter-approved Measure P: a temporary, ten-year, half-cent sales tax to fund high priority infrastructure needs.

#### **The following sections are outlined in this plan:**

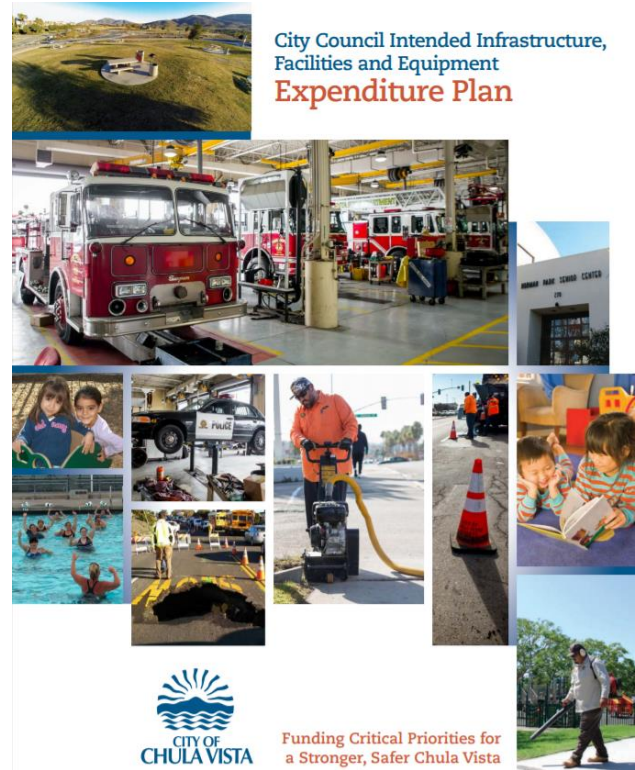
- Communication and Outreach Goals
- Key Messages
- Stakeholders and Target Audiences
- Outreach and Engagement Activities
- Informational Tools and Toolkit

This plan provides a framework for Measure P partners, project staff and project contractors in communicating with and outreaching to City of Chula Vista (the City) residents, businesses, visitors, the regional public, community leaders, elected officials and the media about the City’s management of sales tax funds. The funds are designated to upgrade police, fire, paramedic and 9-1-1 equipment, vehicles and facilities; fund streets and sidewalks; replace storm drains; improve parks; repair recreation facilities; and repair or replace other City infrastructure.

The goal of community outreach is to share project information, identify community issues or concerns that Measure P project team needs to address during design, construction and operations, and to regularly provide information to communities and to the broader target audience.

This plan also implements a two-way communication mechanism for communities and interested members of the public to provide input to the City as we continue to communicate with and serve our communities.

The strategies outlined in this plan also will help to support City communication branding standards, manage community expectations, and honor commitments made by the City.



**BACKGROUND**

The City of Chula Vista began collecting the voter-approved Measure P sales tax on April 1, 2017. The Council approved an initial expenditure of \$3.2 million of Measure P sales tax funds for infrastructure which were allocated to police and fire vehicles, 9-1-1 emergency communication equipment, street paving, and sports field repairs.

The City Council also approved the Measure P Infrastructure, Facilities and Equipment Expenditure Plan. This Plan outlines how the \$178 million of projected Measure P revenues are proposed to be spent. In September 2017, the City Council approved \$71 million in bond financing to advance infrastructure projects.

Following are the highest priority items for funding:

- Pave, maintain and repair neighborhood streets and fix potholes
- Upgrade or replace aging police, fire and 9-1-1 emergency response facilities, vehicles and equipment
- Replace storm drains to prevent sinkholes

- Upgrade irrigation systems in city parks to conserve water and save energy
- Make essential repairs to libraries, Norman Park Senior Center and recreation centers
- Improve traffic signal systems
- Repair Sports Fields, basketball and tennis courts, playgrounds, and other park infrastructure

## **CITIZENS OVERSIGHT**

The ballot measure also established a Measure P Citizens Oversight Committee (COC). The purpose of the COC is to review and report on all Measure P proposed expenditure plans, financial reports, and audits.

The COC is composed of 16 members. Eleven of the COC members serve as “Designated Members.” Designated Members are nominated by local organizations and individuals such as the Chula Vista Chamber of Commerce, Chula Vista Youth Sports Council, Chula Vista Growth Management Oversight Commission, and the Chula Vista Police and Fire chiefs. The remaining five members are “At-Large Members” selected from a pool of applicants who applied directly to the City. “At-Large Members” include at least one resident from each of the four City Council districts.

The COC meetings are scheduled quarterly and are publicly noticed.

## **COMMUNICATION AND OUTREACH GOALS**

The goals of the Measure P Communication and Outreach effort are to:

1. Inform and educate Chula Vista stakeholders on the work to upgrade police, fire, paramedic and 9-1-1 equipment, vehicles and facilities; fund streets and sidewalks; replace storm drains; improve parks; repair recreation facilities; and repair or replace other City infrastructure.
2. Build awareness of overall plans and specific projects, as well as the quality of the work and elements of safety as work is conducted.
3. Inform residents about construction activities and any related closures or detours in their neighborhoods.
4. Convey key messages, clearly, accurately, coherently and consistently.

To achieve these goals, the outreach program will:

- Provide stakeholders with timely information regarding the purpose, need and benefits of the Measure P projects and overall effort.

- Use a variety of outreach methods designed to communicate with residents and other stakeholders in accordance with City Communications guidelines, style and protocol.
- Communicate effectively with project team members, departments, program partners and other internal and external audiences to ensure targeted messaging and streamlined communications.
- Engage local, regional and statewide agencies as needed to help amplify communications reach.

## EXISTING ASSETS

1. Website: <http://www.chulavistaca.gov/departments/public-works/infrastructure#ad-image-3> and <http://www.chulavistaca.gov/departments/public-works/road-to-measure-p>
2. FAQs: <http://www.chulavistaca.gov/departments/public-works/infrastructure/faqs>
3. Expenditure Plan: <https://www.chulavistaca.gov/home/showdocument?id=12521>
4. Searchable Streets List: <http://www.chulavistaca.gov/departments/public-works/measure-p/searchable-street-list>
5. Logo, collateral materials (printed/digital)
6. Social media: #cvMeasureP



City of Chula Vista @thinkchulavista - Oct 26  
#CVMeasureP is ramping up with \$71 million in bond funding! Follow the improvements to #ChulaVista streets & more [ow.ly/RDdX30fKXuA](https://ow.ly/RDdX30fKXuA)



## KEY MESSAGES

Key messages will differ depending on the audience and understanding of Measure P efforts and programs. Tailored speaking points will be developed for community presentations and media interview opportunities. Media speaking points should contain ideally three, but up to five key messages, including one call to action, such as “visit our website” or “come take a tour.”

The following key messages have been developed and include purpose, need, benefits and auxiliary speaking points that can be used for various public speaking opportunities.

### Top Message Points

1. Purpose and Need: As a voter-approved ballot measure, Chula Vista’s Measure P reflects the community’s desire to invest in its infrastructure.
2. Priorities: Measure P projects are planned based on community input that prioritized safety (police, fire, paramedic, 9-1-1) equipment, vehicles and facilities along with streets, sidewalks, and storm drains. Improving parks and repairing recreation facilities also are top priorities.
3. Benefits: Measure P is providing needed funding to upgrade police, fire, paramedic and 9-1-1 equipment, vehicles and facilities; fund streets and sidewalks; improve parks; repair recreation facilities; replace storm drains; and repair or replace other city infrastructure.
4. Public Participation: The public has guided the Measure P effort by voting for its passage, through oversight via the Citizen’s Oversight Committee, and with continued engagement.

## STAKEHOLDERS AND TARGET AUDIENCES

The target audience for outreach efforts for Measure P include the Chula Vista community, who will benefit from the resulting infrastructure investments and improvements.

### Categories

Stakeholders are identified in the following categories (including but not limited to):

1. Residents
2. City Council, City Officials, staff
3. Measure P Citizens Oversight Committee
4. City Boards and Commissions
5. Homeowners Associations
6. Businesses and Corporations (small and large and business groups/organizations)
7. Business/Community/Environmental Groups/Organizations
8. Education/School Districts (elementary to college, teachers, students, parents, other groups)
9. Public Safety Groups
10. Medical and Public Health Groups and Professionals
11. Housing and Developers
12. Government/Local Agencies (water districts, etc.)
13. Media (local, state, national, international)

- 14. Other Local/Regional Elected Officials (and staff)
- 15. Regional Agencies and Regulatory Bodies
- 16. Utilities

**Stakeholder List**

The City distributes an electronic monthly newsletter, Community Connection, highlighting City news which includes a Measure P update in each issue. Those interested in being added to the list can visit [www.chulavistaca.gov/MeasureP](http://www.chulavistaca.gov/MeasureP).

**OUTREACH AND ENGAGEMENT ACTIVITIES**

The proposed outreach strategies are designed to use cost effective methods to reach the public to increase Measure P understanding and awareness, educate, engage, build trust and support, and provide opportunities for public participation in Measure P activities.

See the Informational Tools and Toolkit section that follows for list of available resources that compliment these tactics.

**Publicity Materials**

Visually pleasing and easy to understand educational materials and Measure P collateral pieces have been developed and will continue to be developed to achieve the goals of this Communication and Outreach Plan. Graphics and images further explain the funding priority items and planned/ongoing construction activities.

**Funding Priorities**



**Branding**

A Measure P logo has been developed and City communications staff provide information on writing style, branding guidance and logo use, following City Communications protocol. The logo will be used to identify Measure P construction projects, as well as in other City materials (e.g., on Recreation flyers, other City newsletters, etc.)

### Website

The City website already serves as a centralized gateway for the public to obtain information about Measure P. The existing pages include photos, an interactive streets list, and reports. Future items can include email sign up and other educational information. We will track site analytics, including visits, unique visitors, page views and the average duration on the site. The analytic information will be used to further understand stakeholder interests.

### Media Relations

Press releases will be drafted and distributed to provide accurate and timely information about important issues and at Measure P milestones to keep media representatives current and involved. Media alerts, photo collages, and opinion-editorials from city officials also may be developed to help educate the public about Measure P projects.

### Social Media

Social media content about Measure P is posted regularly on the City's social media outlets (Facebook, Twitter, etc.) using the hashtag: #cvMeasureP. The hashtag #THISisChula will be added when appropriate. City partners and COC members are encouraged to share posts. Social media analytics will be monitored to track stakeholder engagement and evaluate social media efforts to improve the communication program.

### Special Events, Groundbreakings and Ribbon-Cuttings

The community always appreciates opportunities to gather and celebrate the start and completion of infrastructure projects that make their neighborhoods a better place to live. The Measure P team will seek opportunities to plan everything from community coffee meetings and special events of all sizes, to large, visible groundbreakings and ribbon-cuttings to mark and celebrate significant projects and milestones. A *Special Event Planning and Promotion Guide* will be developed to outline needed steps for promoting Measure P at events, on the website, in publications, and other media to promote Measure P projects and milestones.



### Collateral

Measure P collateral materials developed/planned include fact sheets, signage, construction alert templates, equipment decals, event invites, flyers and photography. Other materials will be developed as needed. Collateral materials will be available and promoted in print, digital, and social media.

### Construction Collateral

Staff will provide templates for signage, construction alerts, and instructions for displaying signs during Measure P construction projects. Construction alerts will be translated into Spanish.

### Videos

Video can be an effective way to demonstrate the work being conducted and to demonstrate progress. The Before/After slideshows and images have been effective and can be extended to short videos to further engage with our constituents.

**Public Officials Briefings**

Regular briefings and/or presentations to elected officials representing the Measure P service area and public agency leaders will be offered to keep regional, state and local officials updated on ongoing work.

**Speakers Bureau**

Small group presentations can be provided to interested parties, including residents, businesses, environmental advocates, recreation enthusiasts, elected officials and all other groups and individuals that are served. Speakers will include as appropriate/requested COC members, City staff and other representatives with updated information on Measure P.

**Ambassador Program**

Community members and project champions can be identified to build a Measure P Ambassadors Program. These volunteers must participate in an official educational training so they are able to accurately talk about the program, deliver key message points and be able to articulate the program purpose and need to neighbors, community groups and the public. This effort can be especially effective for select neighborhoods where long-term or complex infrastructure improvement projects will be taking place.

**Industry Outreach**

We will identify opportunities to highlight the Measure P program in the infrastructure, sustainability and municipal trade industry through trade media, speaking opportunities, potential sponsorships and tours. This effort enables us to help further infrastructure and community improvement best practices for the overall municipal community and communicate the work that Measure P program partners are doing to deliver on their promise to the Chula Vista community.

**Interested Partners**

Program partners, other cities and/or municipalities, local, regional, state and federal agencies that are committed to the Measure P program and projects will be provided access to a communication tool kit to assist in outreach of this program to their unique audience. These additional agencies may include the state and federal agencies, state and federal representatives, economic chambers and business groups, as well as environmental, water resource, infrastructure, health and safety, educational and advocacy groups.

The Measure P communication team will provide strategic counsel so key messages are consistent and united, and assistance with two-way information flow, material development, audience engagement, answering questions and encouragement to share program messages.

**Tours**

Tours will be offered for significant projects, like the new Fire Station(s). These tours will be open to members of the public during a set timeframe to help build knowledge and understanding.

Tours can consist of a video, supplemental presentation, Q&A, tour of the new facility, photo opportunities, feedback cards and small mementos.



## **INFORMATIONAL TOOLS AND TOOLKIT**

A toolkit will be prepared to assist committed Measure P parties to communicate with their stakeholders/targeted audiences.

Recommended outreach efforts for all Measure P partners include:

- Article in agency newsletter providing a Measure P introduction and encourage visits to program website.
- Social media posts to drive customers to Measure P website to learn about the program.
- Schedule and visit community groups to provide Measure P briefings. City staff can help support briefings and answer questions, if desired.
- Distribute press releases providing Measure P information to local newspapers and newsletters as appropriate.
- Bill insert in water or trash bills (if applicable) to provide a Measure P introduction and encourage program website visit.

This Communication and Outreach Plan will be reviewed and updated annually.