



CAPITAL PROJECTS COMMUNICATION GUIDE

LAST UPDATED MAY 8, 2019

INTRODUCTION

Capital projects in the Town of Belleair are defined as major and extensive infrastructure, drainage, and/or roadway improvement projects that exceed six months in duration and affect the use of Town roadways and traffic patterns.

When capital projects occur in Belleair, it is important that the Town provides pro-active, clear, and multi-modal updates to residents in a timely and consistent manner. To provide this high level of service, staff has created this guide, which sets standards, timelines, and procedures for such communications.

It is important to note that communications tools other than those listed below may be implemented to communicate any special, unforeseen, or emergency situations. Such tools could include Everbridge alerts, additional mailers, press releases, or other mechanisms. As it is not possible to predict every instance in which communications will be needed for such projects, staff may implement additional measures as seen fit. Therefore, this document may be updated over time to include best practices, tips, and lessons learned regarding capital projects communications techniques and procedures.

PRE-PROJECT

Before a capital project begins, it is important that a few communications pieces begin first. When possible, all pre-project communications should include a map of the project boundaries that clearly depicts where work will occur. Pre-project communications include the following activities and events.

1. **WEB PAGE SETUP:** Before any communications about a capital project may begin, a web page must be created on the Town's website (under the Capital Projects tab) so that all other communications can ladder back to this main hub. This web page should be set up in a blog format so that more information can be added to it as the project progresses. The page should also be assigned a redirect so that residents can access it directly and efficiently (ex: www.townofbelleair.com/bayview).

Timeline: About a month before project commencement (precedes the Resident Notification Letter)

Responsible party: Management Analyst (Communications)

2. **RESIDENT NOTIFICATION LETTER:** About a month before a project begins, staff should send a letter to all area residents who will be directly affected by it. This letter should include a map that denotes project location(s) and explains the nature of the project, and that provides estimated start and completion dates, staff contact information, and the web page for where to learn more. It is also important that this letter contains information about the project's Resident Kickoff Meeting (below).

Timeline: About three weeks before project commencement

Responsible party: Construction Project Manager and Management Analyst (Communications)

3. **RESIDENT KICKOFF MEETING:** A resident project kick-off meeting should be held before any capital project begins. These meetings are typically held two-to-three weeks before the project's start date and should be held in the Town Hall Auditorium during evening hours on a weekday. This meeting will cover the information included in the Resident Notification Letter and any additional details, maps, schedules, or plans that may be relevant.

It is critical that key Town employees (such as the Construction Project Supervisor and the Town Manager) will be present and this meeting and available for any questions residents may have. In addition to resident and staff presence at this meeting, the project engineer and the contractor for the project should also be invited to send representatives. In order to maximize coverage about the project, the press should also be invited to attend (specifically the *Belleair Bee*).

Timeline: About two weeks before project commencement

Responsible party: Construction Project Supervisor

4. **PRESS RELEASE:** Staff should issue a press release to local media outlets in order to alert them that projects a capital project is beginning and how the project may affect traffic patterns.

Timeline: Within a week before project commencement

Responsible party: Management Analyst (Communications)

THROUGHOUT THE PROJECT

Once a project begins, it is important that staff remembers to continually communicate project milestones, changes, and events through a variety of mediums.

1. **EMAIL AND PHONE CORRESPONDENCE:** As emails and phone calls may come in at any time for a variety of project-related purposes, it is best practice (per the Town's Communications Policy) to return emails within two to three business days and phone calls or voicemails within one business day. Additionally, relevant email addresses and phone numbers should be listed on digital and print content to point questions to appropriate personnel. A specific email group may also be created to make resident communication about projects simpler (ex: construction@townofbelleair.net).
2. **WEB PAGE BLOG UPDATES:** Staff has determined that a web page for any capital project should be updated in a blog format at least once per month OR whenever a notable project milestone has been reached. At least half of these blog updates should include pictures of project progress, and all posts should focus on using regular terminology and not construction-related jargon.

Responsible party: Management Analyst (Communications)

3. **WEBSITE NEWS FLASH UPDATES:** The home page of the Town's website includes a rotating "News Flash" module that allows staff to post a picture and a few sentences that users can click on to read more. As major project milestones are reached, News Flash posts could be made in order to direct residents to the project's web page.

Responsible party: Management Analyst (Communications)

4. **SOCIAL MEDIA POSTS:** Social media posts about a capital project should not be issued so often that non-area residents are flooded with updates, but should be leveraged frequently enough for residents to be aware of the project's status. To walk this line, social media updates (on Facebook, Twitter, and Nextdoor) should be posted upon a project's start, upon its completion, with any changes in road closures or traffic patterns, and/or by any unforeseen or emergency circumstances.

Responsible party: Management Analyst (Communications)

5. **QUARTERLY UPDATES:** Updates about capital projects should also be included in the Town's Quarterly Updates, which are distributed in January, April, July, and October of each year in both a print and e-blast format. Content in these updates should be high-level and targeted to the entirety of Belleair. As in other communications tools, staff will be sure that information about capital projects included in Quarterly Updates is clear, concise, and does not include too much jargon.

Responsible party: Management Analyst (Communications)

6. **INTERNAL COMMUNICATIONS:** Staff and elected officials should also be made aware of progress of capital projects in Town. As such, staff will ensure that project start dates, completion dates, and project milestones are communicated via BNN and/or Town Manager's Reports when necessary.

Responsible party: Construction Project Manager and Management Analyst (Communications)

PROJECT COMPLETION

Once a project wraps up, a few measures should be taken to finalize project communications. Some of these (including social media posts, Quarterly Update messages, and internal communications) are already listed above; however, a few specific measures are also listed below.

1. **WEB PAGE DEACTIVATION:** Around two months after the completion of a capital project, staff should deactivate the project's web page and redirect. However, the deletion of this page should be delayed until compliance with public records laws is complete.

Timeline: About two months after project completion

Responsible party: Management Analyst (Communications)

2. **PRESS RELEASE:** Staff should issue a press release to local media outlets in order to alert them that projects are complete and all roads are open.

Timeline: Within a week before or after project completion

Responsible party: Management Analyst (Communications)

3. **COMMUNICATIONS REPORT:** Following the completion of a capital project, a communications report should be typed up to outline all communications efforts by Town staff that occurred within the project. The Communications Team will oversee the completion of this document, which can then help to plan for future capital projects and can also serve to inform leadership staff and elected officials of staff's efforts.

Timeline: About two months after project completion

Responsible party: Construction Project Supervisor, Management Analyst (Communications), and the Communications Team

APPENDIX: PROJECT COMMUNICATIONS LOG

PROJECT: _____ START DATE: _____ ESTIMATED COMPLETION: _____

<u>PRE-PROJECT</u>				
<u>PLATFORM</u>	<u>ITEM</u>	<u>TARGET AUDIENCE</u>	<u>RESPONSIBLE PARTY</u>	<u>DATE(S) ISSUED</u>
Website	Web page setup and redirect creation	Any interested party	Cathy DeKarz	
Mailer	Resident notification letter	Residents affected by the project	Keith Bodeker and Cathy DeKarz	
In-person meeting	Resident kickoff meeting	Residents affected by the project	JP Murphy and Keith Bodeker	
Media Alert and email	Press release	The media and any interested party	Cathy DeKarz	

<u>THROUGHOUT THE PROJECT</u>				
<u>PLATFORM</u>	<u>ITEM</u>	<u>TARGET AUDIENCE</u>	<u>RESPONSIBLE PARTY</u>	<u>DATE(S) ISSUED</u>
Email / phone	Reactionary communication - performed as-needed by a variety of parties			
Website	Web page blog updates	Any interested party	Cathy DeKarz	
Website	News Flash updates	Any interested party	Cathy DeKarz	
Facebook, Twitter, and Nextdoor	Social media updates	Any interested party	Cathy DeKarz	
Mailer, e-blast, FB, and TW	Quarterly Updates	Belleair residents	Cathy DeKarz	
BNN, email, and TM Reports	Internal communications	Town staff and elected officials	Keith Bodeker and Cathy DeKarz	

PROJECT COMPLETION

<u>PLATFORM</u>	<u>ITEM</u>	<u>TARGET AUDIENCE</u>	<u>RESPONSIBLE PARTY</u>	<u>DATE(S) ISSUED</u>
Website	Web page deactivation	Any interested party	Cathy DeKarz	
Media Alert and email	Press release	The media and any interested party	Cathy DeKarz	
Agenda item	Communications report	Town leadership staff and the Commission	Cathy DeKarz and the Communications Team	