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United States Department of the Interior

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IN REPLY REFER TO:

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September 10, 2014

SENT VIA ELECTRONIC MAIL ONLY

Subject: Freedom of Information Act (FOIA) Request for a copy of the Bureau of Reclamation's Public Affairs Communications Plan (BOR-2014-00276)

This is in response to your FOIA request dated August 17, 2014 and received in our office on August 18, 2014 in which you have requested "...a digital/electronic copy of the most recent Bureau of Reclamation Communications Plan."

The record you have requested is attached.

This constitutes a full disclosure under the FOIA (5 U.S.C. 552). The fees for this response are minimal and have been waived.

If you have any questions, please contact me at 303-445-2056.

Sincerely,

Regina A. Magno-Judd
Reclamation FOIA/Privacy Officer
Denver, Colorado

RECLAMATION

Managing Water in the West

Strategic Communications Plan



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Objective

To effectively and resourcefully employ multiple tools to communicate how Reclamation's employees carry out our mission to effectively deliver water and power and support related activities to meet Secretary of the Interior Sally Jewell's priorities.

Secretary Jewell's Six Priorities

1. Celebrating and Enhancing America's Great Outdoors
2. Strengthening Tribal Nations
3. Powering the Future
4. Engaging the Next Generation
5. Assuring a Sustainable Water Supply
6. Building a Landscape-Level Understanding

Secretary Jewell and the Department will implement these priorities with consideration of three overriding trends: global climate change; emerging demographics and the next generation; and constrained federal budgets.

Key Messages (Linkage to DOI Priority)

- Reclamation employees and our partners work to assure sustainable water supplies across 17 western states (5)
- Reclamation is the largest wholesaler of water in the nation, bringing water to more than 31 million people and providing one out of five western farmers with irrigation water for 10 million acres of farmland (5)
- Reclamation is the nation's second-largest producer of reliable and renewable hydropower (3)
- For more than 100 years, Reclamation and its partners have developed the tools to guide a sustainable water and power future for the West (5 & 3)
- Reclamation and its partners will be forced to confront widening imbalances between supply and demand in basins throughout the West (5 & 6)
- Reclamation and its partners in the West have more than a century of experience to address the future challenges of climate change (2, 3, 4, 5 & 6)

- In the beginning, Reclamation built and managed dams to deliver water and power. Reclamation still delivers water and power and now serves as a co-manager of the watersheds and ecosystems where its dams and water projects are located (1,5,6)
- Reclamation partners and invests in landscape-level river restoration activities (6 & 5)
- Reclamation is reducing conflict in the effective management of the West's water and power resources (6, 5 & 3)
- Through its WaterSMART program, Reclamation provides funding for modern water conservation and other infrastructure projects across the West (5)
- Reclamation brings sustainable water supplies to Native American communities (2)
- Reclamation's science and engineering expertise is known throughout the world and provides a unique career opportunity for young professionals (4 & 6)
- Reclamation's vast array of iconic dams, reservoirs and other water-related facilities constitute many of the West's most utilized recreational sites (1)
- Reclamation supports activity which brings families into America's Great Outdoors and provides unique water-related recreational opportunities for young Americans (1 & 4)

Strategy

Key Messages

Commissioner's Office - Public Affairs will lead a Reclamation-wide effort to emphasize key messages and themes in all external and internal communications across a wide array of traditional and non-traditional media platforms, to include a national publication for online and physical distribution. A briefing book of key messages, related examples and talking points will be developed to ensure cohesion of messages delivered and media/external activities supported by leadership at the national, regional office, area office and facility level.

Website

Public Affairs will enhance Reclamation's external website, www.usbr.gov, to better serve the general public and key agency stakeholders. The resource will elevate key activities of the Commissioner, senior leadership and our Washington, DC, Denver, regional and field offices and will be managed to support Reclamation's communications objective.

Social Media

All social media resources will be channeled to underscore key messages and activities which support those messages. Contests will be developed on social media to engage employees and citizens in collecting visual media to enhance and catalog an online visual media library.

Youth Engagement

Public Affairs will coordinate facility tour messaging and HR messaging activities to promote youth engagement and highlight career opportunities for young people. In addition, we will produce a quarterly article/story on youth and promote high level staff visits to youth work sites.

Public Education

Public Affairs will conduct outreach to stakeholders, partners and NGOs, as well as other Federal agencies, in an effort to educate the public on long-term water challenges facing the West through the identification of existing and ongoing efforts (i.e. Water Education Foundation).

Event Planning

Public Affairs will continue in its role as liaison to the Department of the Interior's Communication and Scheduling offices and will provide strategic and tactical support to the planning of external events involving the Commissioner, the Secretary of the Interior, the Assistant Secretary for Water and Science, and other senior Reclamation or DOI officials. Working with regional liaisons and regional Public Affairs Officers, will provide coordinated messaging and logistical support and guidance.

Project Management

Public Affairs will provide assistance and messaging guidance in support of special projects that enhance and support the strategic communications objective.

Stakeholder Outreach

Public Affairs will continue to coordinate activities to reach Reclamation stakeholders through regular leadership meetings, the preparation and distribution of the quarterly *ETA* newsletter, through social media, news releases, website and other opportunities.

Employee Engagement

Public Affairs will leverage employee resonance to amplify key messages and communications objectives through the ongoing management of Reclamation's employee Intranet site, employee-centric video podcasts, and video/telephonic employee town hall meetings.

Public Service Announcement Campaigns

Reclamation will seek to leverage external resources for the development of a series of public service announcements to reinforce key messaging, particularly in areas of water conservation, addressing climate change, career opportunities and youth engagement.

Audiences

Media – National, regional, local, trade and social

Internal – Reclamation employees and relevant 'federal family' employees

External – Stakeholder groups and other NGOs that reach multiple partners

Congressional – Members and staff

Secondary and Post-Secondary Students

Universities and Research Institutions

General Public

Resources Available

Vocus Media Contact Management & Release Distribution
Release Distribution via PRWEB and EurekAlert
Speeches and Public Appearances
External website: www.usbr.gov
Internal employee website: intra.usbr.gov
Department website: www.doi.gov
Internal OneInterior website: one.doi.net
White House Energy and Environment Blog: www.whitehouse.gov/energy/news
Reclamation Social Media Accounts:
Facebook/Twitter/Instagram/Flickr/Reddit/Tumblr
Reclamation YouTube Channel
Reclamation Livestream Channel
ETA: Efficiency, Transparency & Accountability (Newsletter)
Video Podcasts (Internal and External)
Regional Employee Newsletters
Stakeholder Publications (e.g. *Irrigation Leader*)

Resources to be Adapted/Created

Key Message Briefing/Talking Point Reference for Leadership
Reclamation Master Event Calendar
Online Visual Media Library
Web-based Employee Communications Training Module
Leadership Communications Training in Conjunction with RLT
Traveling Multimedia Conference Presentation Booth
Public Service Announcements
Bureau of Reclamation Experts Guide

Tactics

Convey Key Messages

- Convey key messages through news releases, social media, website and other external products.
- Address key messages and achieve Reclamation's strategic communications objective by tracking and employing message discipline through Reclamation leadership appearances before public and stakeholder audiences.
- Plan high-level events and milestone activities to deliver key messages in support of Reclamation's strategic communications objective.
- Provide live social media interaction and Livestream coverage of remote events – including stakeholder and employee gatherings.

- Leverage all activities relating to the nomination and confirmation of a new Reclamation Commissioner to help support key messages. Post-confirmation, engage in a full communications plan designed to introduce the new leader to employees and to the general public via western U.S. media outlets.
- Develop a network of ‘Reclamation Experts’ that can speak to media, civic groups and industry groups about their area of specialty.

Fully Utilize Traditional Media:

- Continue to develop and distribute traditional media advisories and news releases using multiple outlets accessible through Vocus and EurekaAlert.
- Reach out to key reporters and influence leaders within regional, local and non-traditional outlets for town meetings with Washington, DC, leadership via conference call, Livestream, or other live interactive means.
- Place op-eds in newspapers across the country on topics to support key messages.
- Make leadership available to select talk radio and television interview programs in the West to support Reclamation’s strategic communications objective.
- Conduct telephone conference calls with regional reporters on topics of significant interest relating to management of water and power infrastructure in the West, addressing the challenges of climate change, restoration activities and other key message topics.
- Develop video podcasts of experts speaking on their area of expertise that are posted on social media sites.

Expand the Usage of Social Media Tools

- Use multiple social media resources to communicate activities relating to key messages and milestones in support of Reclamation’s strategic communications objective.
- Fully integrate social media tools with social media accounts of key reporters and shift activities relating to media pitching and reporter outreach to these new contact methods.
- Launch social media sites (e.g. a Twitter feed) to communicate directly from the Commissioner to stakeholders, employees and the public.
- Develop video podcasts of experts speaking on their area of expertise that are posted on social media sites.
- Provide opportunities for employees and the public to participate in photo/video contests or other activities designed to enhance content for the Reclamation Online Visual Media Library.

Enhance and Modernize Reclamation External Website

- Redesign www.usbr.gov with a new look and feel for integration into the Department of the Interior’s new content management system.
- Continue to record and upload video podcasts to the Reclamation website.
- In web redesign, incorporate the sharing of pages on website with various social media sites. This would be done by the visitors to the website.
-

Ensure Specialty Products & Projects Support Messaging Goals

- Provide Public Affairs support and messaging guidance to special projects that emerge that can support Reclamation’s strategic communications objective.
- Develop an online and printed national brochure to support all external communications opportunities.

- Develop a template for project or issue-specific materials to be packaged with the national brochure.

Provide Comprehensive Support and Guidance for High-Level Events and Collaboration

- Engage with regional liaisons and Public Affairs Officers in support of high-level events that serve Reclamation’s strategic communications objective.
- With the support of DOI’s Office of Communications, develop coordinated messaging opportunities with other DOI agencies on cross-pollinating topics such as river and habitat restoration.

Improve and Coordinate Stakeholder Outreach

- Emphasize the importance of our partnership with stakeholders in employee and stakeholder newsletters and social media outlets.
- Highlight stakeholder activities and conferences as part of the Reclamation Master Event Calendar for future leadership participation.
- Conduct targeted outreach to editors and leaders of partner websites and publications to more widely disseminate key messages to vital Reclamation audiences.
- Increase number of stakeholders to include for ongoing engagement and special events.

Leverage Messaging Opportunities to Engage Youth

- Using materials designed to appeal to young professionals, coordinate through regional Public Affairs offices a micro-curriculum designed to appeal to prospective future employees engaged in science or engineering tracks in high school or college. Reach out to local schools to provide on-site facility tours in an effort to stimulate interest in Reclamation careers. Invite local media to capture tour groups.
- Working with Reclamation HR, develop tutorials on how to apply for internships, seasonal employment and full-time employment.
- Update, track and review Reclamation’s Youth webpage.
- Write an article (quarterly) for website, newsletter or other publication.
- Promote high level staff participation at youth work sites.

Seek Unique Opportunities to Reach Non-Traditional Media Outlets

- Prepare and advance stories relating to applied science activities to trade and non-traditional media.
- Reach out to alumni publications to highlight key Reclamation employees performing significant work relating to message-specific activities.
- Highlight and promote publication in peer-reviewed journals.

Short-Term and Ongoing Communication Plan Deliverables

Coordinate with regional Public Affairs staff and liaisons to immediately develop and/or enhance the following materials:

1. In coordination with regional Public Affairs Officers, develop a comprehensive Master Event Calendar for FY 2014 to include major milestones for projects, external events, notable anniversaries and high-level national or regional conferences.
2. In coordination with regional liaisons and Public Affairs Officers, prepare comprehensive Key Message Briefing/Talking Point Reference for Leadership to be available on the Reclamation intranet site.
3. Work with the Visual Identity Displays & Exhibits subgroup on a proposal to build a portable multimedia conference presentation booth in support of recruiting and other external promotional opportunities.
4. Using approved key messages, develop an online and printed national brochure for distribution at all external events and a template for project or issue-specific materials to complement the national product.
5. Begin development of public service announcement campaign strategy for presentation to external facilitators such as the Ad Council.

Seek guidance from other DOI agencies and OCO to provide a curriculum of media and communications leadership training through workshops and/or a web-based training module available on DOI Learn.

Acquire transportable Livestream and other remote comm support field event communications.

Budget

Funding will be necessary to develop and acquire Livestream and other remote equipment as well as an external multimedia conference presentation booth. Remote Livestream equipment and related materials can be acquired for less than \$15,000 using ancillary equipment and resources already in place within Reclamation and DOI; the cost of a travel-ready conference booth would be determined with the proposal created by the exhibits team. These costs, however, could be absorbed by contributions from the regions in support of funding provided through the External and Intergovernmental Affairs budget.

Tracking

Reclamation employs sophisticated media tracking systems to gauge response from traditional and social media outlets. Public Affairs would provide a monthly update, sorted by key message, to track and quantify the audiences reached.

In addition, Reclamation is able to track trends on social media outlets using real time and aggregated data. This data could also be included in monthly tracking reports.

To track inquiries, Reclamation Commissioner's Office Public Affairs will use Vocus to capture media inquiries and disposition of those inquiries. A manual and training will be provided to all public affairs staff.

Appendix

Appendix 1 - Communications Timeline for Calendar Year 2014

	Deliverables	Due Date
January	3-4 News Releases 1 Podcast Website Revamp Outreach to reporter Op-ed ETA Newsletter	News Releases – throughout month as appropriate Podcast – as appropriate Website – Ongoing Reporter – as appropriate Op-ed – as appropriate Newsletter – end of month
February	3-4 News Releases 1 Podcast Website Revamp Outreach to reporter Stakeholder Quarterly Meeting Deliver key message through stakeholder and/or partner publication or website.	News Releases – throughout month as appropriate Podcast – as appropriate Website – ongoing Reporter – as appropriate Stakeholder Mtg – by the end of the month Stakeholder/Partner Outreach – by end of the month
March	3-4 News Releases 1 Podcast Website Revamp Outreach to reporter Op-ed	News Releases – throughout month as appropriate Podcast – as appropriate Website – Ongoing Reporter – as appropriate Op-ed – as appropriate

April	<p>3-4 News Releases</p> <p>1 Podcast</p> <p>Website Revamp</p> <p>ETA Newsletter</p> <p>Deliver key message through stakeholder and/or partner publication or website.</p>	<p>News Releases – throughout month as appropriate</p> <p>Podcast – as appropriate</p> <p>Website – Ongoing</p> <p>Newsletter – end of month</p> <p>Stakeholder/Partner Outreach – by end of the month</p>
May	<p>3-4 News Releases</p> <p>1 Podcast</p> <p>Website Revamp</p> <p>Outreach to reporter</p> <p>Stakeholder Quarterly Meeting</p>	<p>News Releases – throughout month as appropriate</p> <p>Podcast – as appropriate</p> <p>Website – ongoing</p> <p>Reporter – as appropriate</p> <p>Stakeholder Mtg – by the end of the month</p>
June	<p>3-4 News Releases</p> <p>1 Podcast</p> <p>Website Revamp</p> <p>Outreach to reporter</p> <p>Op-ed</p> <p>Deliver key message through stakeholder and/or partner publication or website.</p>	<p>News Releases – throughout month as appropriate</p> <p>Podcast – as appropriate</p> <p>Website – Ongoing</p> <p>Reporter – as appropriate</p> <p>Op-ed – as appropriate</p> <p>Stakeholder/Partner Outreach – by end of the month</p>

July	3-4 News Releases 1 Podcast Website Revamp Outreach to reporter ETA Newsletter	News Releases – throughout month as appropriate Podcast – as appropriate Website – Ongoing Reporter – as appropriate Newsletter – end of month
August	3-4 News Releases 1 Podcast Website Revamp Outreach to reporter Stakeholder Quarterly Meeting Deliver key message through stakeholder and/or partner publication or website.	News Releases – throughout month as appropriate Podcast – as appropriate Website – ongoing Reporter – as appropriate Stakeholder Mtg – by the end of the month Stakeholder/Partner Outreach – by end of the month

September	3-4 News Releases 1 Podcast Website Revamp Outreach to reporter Op-ed	News Releases – throughout month as appropriate Podcast – as appropriate Website – Ongoing Reporter – as appropriate Op-ed – as appropriate
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October	<p>3-4 News Releases</p> <p>1 Podcast</p> <p>Website Revamp</p> <p>Outreach to reporter</p> <p>ETA Newsletter</p> <p>Deliver key message through stakeholder and/or partner publication or website.</p>	<p>News Releases – throughout month as appropriate</p> <p>Podcast – as appropriate</p> <p>Website – Ongoing</p> <p>Reporter – as appropriate</p> <p>Newsletter – end of month</p> <p>Stakeholder/Partner Outreach – by end of the month</p>
November	<p>3-4 News Releases</p> <p>1 Podcast</p> <p>Website Revamp</p> <p>Outreach to reporter</p> <p>Stakeholder Quarterly Meeting</p>	<p>News Releases – throughout month as appropriate</p> <p>Podcast – as appropriate</p> <p>Website – ongoing</p> <p>Reporter – as appropriate</p> <p>Stakeholder Mtg – by the end of the month</p>
December	<p>3-4 News Releases</p> <p>1 Podcast</p> <p>Website Revamp</p> <p>Outreach to reporter</p> <p>Op-ed</p> <p>Deliver key message through stakeholder and/or partner publication or website.</p>	<p>News Releases – throughout month as appropriate</p> <p>Podcast – as appropriate</p> <p>Website – Ongoing</p> <p>Reporter – as appropriate</p> <p>Op-ed – as appropriate</p> <p>Stakeholder/Partner Outreach – by end of the month</p>