**LOCALPROGRESS** 



# Developing a Strategic Communications Plan

Published: December 2024

# Grounding: What is "Communications"?

# **COMMUNICATIONS = YOUR STORY + YOUR TOOLS**

want to tell or the understanding we want to create

+

Messaging: The words we use to tell that story or create that understanding

Tools: The tactics and platforms you use to get your story out there

- → Traditional media (print, broadcast, radio)
- → Social media
- Own media (blogs, newsletter)

# YOUR STORY = NARRATIVE + MESSAGING

Want to tell or the understanding we want to create

+

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# **YOUR STORY**

# **Narrative**

The story we want to tell or the understanding we want to create

# Messaging

The words we use to tell that story or create that understanding

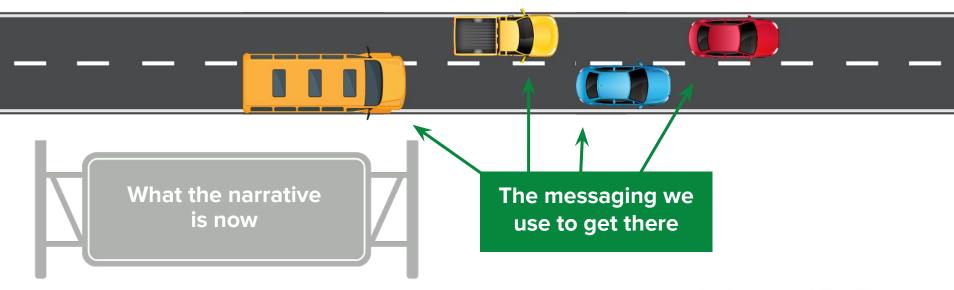
# **NARRATIVE CHANGE**





# **NARRATIVE CHANGE**

What we want the narrative to be





# **HOW DO WE GET FROM HERE...**



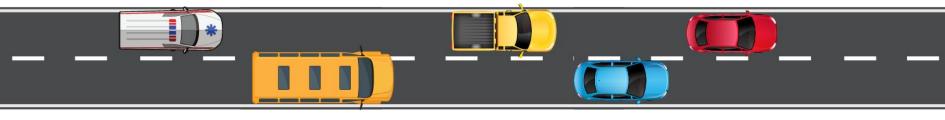
# **MESSAGING!**

Acknowledge the trauma gun violence causes for students, parents, & teachers

Show how stable housing, public education, & infrastructure for families create real safety

Normalize work to expand public safety tools in schools







Delegitimize the narrative that police make schools safe



Introduce & show the effectiveness community-led school safety solutions



Discuss the root causes of violence, trauma, & economic insecurity

localprogress.org | @LocalProgress

The messaging you chose depends on your local context.

But together, all the angles / frames on the previous slide work to do the same thing → shift the narrative

# LET'S FOCUS ON MESSAGING

# **Narrative**

The story we want to tell or the understanding we want to create

# Messaging

The words we use to tell that story or create that understanding

# THE MOST EFFECTIVE MESSAGING

- 1. Leads with **VALUES**
- 2. Introduces the **PROBLEM**
- 3. Offers a VISION

# THAT'S BECAUSE THE POLLING & RESEARCH SHOWS...

People are <u>most receptive</u> to messaging when you affirm their concerns and <u>direct them to solutions</u>.

# IF WE GO BACK TO OUR MESSAGING...

Acknowledge the trauma gun violence causes for students, parents, & teachers

Show how stable housing, public education, & infrastructure for families create real safety

Normalize work to expand public safety tools in schools







Delegitimize the narrative that police make schools safe



Introduce & show the effectiveness community-led school safety solutions



Discuss the root causes of violence, trauma, & economic insecurity

localprogress.org | @LocalProgress

# ...AND CHOOSE TO:

Show how stable housing, public education, & infrastructure for families

create real safety

Acknowledge the trauma gun violence causes for students, parents, & teachers

Normalize work to expand public safety tools in schools

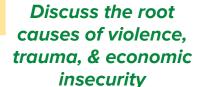




SCHOOL SAFETY = ARMED GUARDS

Delegitimize the narrative that police make schools safe

Introduce & show the effectiveness community-led school safety solutions



localprogress.org | @LocalProgress

# **OUR MESSAGE MIGHT LOOK SOMETHING LIKE THIS:**

We all agree that our schools should be sanctuaries where children can focus on learning without worrying about their safety. But recent calls for armed guards in schools are not the path to achieving this goal. Study after study has proved that more guns in our schools does not make us safer - it just exacerbates the school-to-prison pipeline. Rather than fighting violence with violence, we must listen to what our students and school communities want and need to feel safe: providing mental health support, implementing restorative justice practices, and ensuring that each student has the tools they need to thrive in school.

- 1. Values
- 2. Problems
- 3. Vision

## **MEMBER EXAMPLE – JEN WESTMORELAND!**





### Armed guards are not the answer

We all agree that students and staff have the right to be safe at school. As chair of the Hopkins school board, a school district represented by Rep. Dean Phillips, I am deeply concerned by his recent call to put an armed guard in every school in America. Study after study has shown that the presence of police or armed guards in schools does not deter school shooters. In fact, it's been proven that in tragic situations where shooters are trying to achieve their own death, they seek out schools where someone with a gun is present. Research also shows that putting more police in schools exacerbates the school-to-prison pipeline, disproportionally criminalizing students of color, low-income students, students who access special services and LGBTQ students. Further, a study by the Giffords Law Center cites over 100 publicly reported incidents of mishandled guns in schools, leading to dangerous situations for students and staff.

Instead of fighting violence with violence, I urge our congressman to follow the research and engage with students, educators and educational leaders about more effective solutions. He would hear ideas like more funding for the implementation of restorative practices, community schools, mental health support, practical building-safety measures and increased pay for our educators and staff who do the essential work every day of building strong relationships with students. More guns in our schools will not make us safer.

Jen Westmoreland, Hopkins

The writer is chair of the Hopkins school board.

# How Do We Get Our Messages Out Into the World?

# THIS IS WHERE TOOLS COME IN

want to tell or the understanding we want to create

+

Messaging: The words we use to tell that story or create that understanding

Tools: The tactics and platforms you use to get your story out there

- → Traditional media (print, broadcast, radio)
- → Social media
- Own media (blogs, newsletter)

# **TOOLS**

# **Earned Media**

Press – including print, radio, & broadcast.

# **Digital**

Social media – like Facebook, Twitter, & Instagram.

# **Owned Media**

Owned media – like blogs & newsletters.

Your narrative is only as effective as your tools used to disseminate it.

# **Earned Media**

Press – including print, radio, & broadcast.

# **Digital**

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# **Owned Media**

Owned media – like blogs & newsletters.

## EARNED MEDIA TOOLS

▶ January 5, 2024

#### **HUNDREDS OF LOCAL ELECTED** OFFICIALS CALL FOR A CEASEFIRE

Today, more than 300 local elected officials across the country released an open letter to the Biden-Harris administration and Congress calling for a ceasefire.

Immigrant Justice ▷ February 5, 2024

LOCAL LEADERS DENOUNCE SENATE DEAL THAT WOULD GUT **ASYLUM** 

READ MORE -

PRESS RELEASE

#### PRESS STATEMENT

Press Conference - February 8, 11:30 AM ET

#### Local Leaders Across Florida Sound Alarm on Legislative Session

Local elected officials call on legislature to focus on protecting renters, local democracy, First Amendment rights, and reproductive justice

TALLAHASSEE -- As we enter into a third year of this pandemic. Floridians continue to sound the alarm on the ever-growing need for our state to prioritize housing, local democracy, and First Amendment rights. However, the legislative session so far has made it clear that Governor DeSantis and GOP legislators will continue ignoring the real needs of our communities and instead fast track bills that undermine home rule and further restrict local democracy.

Floridians know what they need and have a right to local power. Local elected officials put partisanship aside to employ innovative solutions and put people first. The legislature must end its assault on home rule and let locals work.

WHAT: Press Conference with Local Elected Officials

WHEN: Tuesday, February 8 at 11:30 am ET

**MEDIA ADVISORY** 

With Texas' trigger law expected to go into effect this Thursday, August 25th, I wanted to see if you would be interested in covering a story on how localities in Texas are using their local authority to protect people seeking abortions.

Texas' trigger law will ban and criminalize abortion. Already, five Texas localities - Denton, Austin, San Antonio, El Paso County, and Dallas - have passed decriminalization resolutions that (a) direct law enforcement to make investigating abortion and pregnancy outcomes their lowest priority and (b) ensure city funds and personnel cannot be used to solicit, catalog, report, or investigate information related to an individual seeking abortion or other reproductive care services.

We expect Houston, Laredo, DeSoto, San Marcos, and Fort Worth may follow suit shortly, And this isn't just exclusive to Texas. We've seen cities across the country - like South Fulton, GA; Nashville, TN; Atlanta, GA; and New Orleans, LA - authorize similar measures,

**PITCH** 

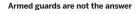


"As I sat in the courtroom, it was clear that cities can and should continue to fight to protect their ability to shape their budgets and respond to their communities' needs. If we don't stand up and defend local control, we lose power. Our cities are closest to communities. When we lose power, so does everyone."

JACK PORTER TALLAHASSEE COMMISSIONER LOCALPROGRESS

QUOTE

**PRESS CALL** 



We all agree that students and staff have the right to be safe at school. As chair of the Hopkins school board, a school district represented by Rep. Dean Phillips, I am deeply concerned by his recent call to put an armed guard in every school in America. Study after study has shown that the presence of police or armed guards in schools does not deter school shooters. In fact, it's been proven that in tragic situations where shooters are trying to achieve their own death, they seek out schools where someone with a gun is present. Research also shows that putting more police in schools exacerbates the school-to-prison pipeline, disproportionally criminalizing students of color, low-income students, students who access special services and LGBTQ students. Further, a study by the Giffords Law Center cites over 100 publicly reported incidents of mishandled guns in schools, leading to dangerous situations for students and staff.

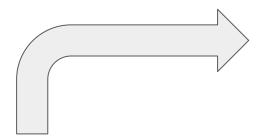
Instead of fighting violence with violence, I urge our congressman to follow the research and engage with students, educators and educational leaders about more effective solutions. He would hear ideas like more funding for the implementation of restorative practices, community schools, mental health support, practical building-safety measures and increased pay for our educators and staff who do the essential work every day of building strong relationships with students. More guns in our schools will not make us safer.

Ien Westmoreland, Hopkins

The writer is chair of the Hopkins school board.







# MEDIA TACTICS: OVERVIEW AND TEMPLATES

#### **LOCALPROGRESS**

#### Media Tactics Overview & Templates

Last updated: December 2024.

This document provides a brief overview and key considerations for different media tactics. It also provides templates for some. If you're looking for guidance on when and how to use these different media tactics as part of your communications strategy, check out <a href="Developing a Strategic Communications Plan">Developing a Strategic Communications Plan</a>.

Description	Timing / Considerations
Should be used to 'make news' and alert media to a story worth covering. Good for report releases, events, sign-on letters, introduction of legislative policy/action, or joint actions.	Sent immediately to coincide with or immediately after the event/announcement/report release
A way for the organization to comment on breaking news. Helps inject your voice in the national conversation and, when used strategically, can position you as thought leader on core issues. Should be used to respond to news that has political impact on cities/municipalities/local leaders.	Sent as soon as possible.
On-the-record comments provided to press (either directly or included in press releases) regarding a specific issue or situation.	5-10 minutes to draft.
One-page announcement telling the media the details of an upcoming event (such as a press call).  An invitation to press for an event or action Used by media to plan their logistics around coverage.	1-2 hours of individual pitch calls to reporters and news desks. Sent 1-2 days prior to event.
Targeted outreach to reporters to write a story or do an interview with one of your spokespeople	
	Should be used to 'make news' and alert media to a story worth covering. Good for report releases, events, sign-on letters, introduction of legislative policy/action, or joint actions.  A way for the organization to comment on breaking news. Helps inject your voice in the national conversation and, when used strategically, can position you as thought leader on core issues. Should be used to respond to news that has political impact on cities/municipalities/local leaders.  On-the-record comments provided to press (either directly or included in press releases) regarding a specific issue or situation.  One-page announcement telling the media the details of an upcoming event (such as a press call).  An invitation to press for an event or action used by media to plan their logistics around coverage.  Targeted outreach to reporters to write a story or do an interview with one of your

# WHAT CAN I USE EARNED MEDIA TOOLS FOR?



- Influencing public opinion or counter a harmful narrative
- Reaching the audience of your target news outlet to share your narrative/perspective
- Positioning yourself as a spokesperson on a particular topic or issue
- **Highlighting a trend** and comment on it
- Alerting the media to a story worth covering ahead of time
- Commenting on breaking news or react to something that's happened
- Injecting your voice and perspective into the conversation on a particular topic or issue
- Controlling the release of new information through an exclusive
- Providing additional context you feel is being missed or ignored in the current news cycle

# **Earned Media**

Press – including print, radio, & broadcast.

# **Digital**

Social media – like Facebook, Twitter, & Instagram.

# **Owned Media**

Owned media – like blogs & newsletters.

Social media is also a traditional media outreach tool

### **DIGITAL TOOLS**

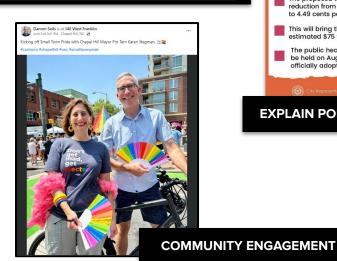
#### **SHARE GOOD NEWS**



MinnPost @MinnPost · Apr 26

Opinion piece by @Ward4STP, @MplsWard1 and @mayouduluth: Earned sick and safe time is a basic protection that keeps workers and their families healthy, safe and secure. minnpost.com/community-voic...





**City Representative** Alexsandra Annello, District 2 Aug 1 · 🕙

City Council voted today to further decrease the City's property tax rate. The proposed tax rate includes an additional reduction from the originally proposed 0.75 cents to 4.49 cents per \$100 of a home's value. This will bring the property tax to an estimated \$75 for the average home. The public hearing on the FY2023 Budget will be held on August 16. The tax rate will be officially adopted on August 23.

#### **COUNCIL MEETING HIGHLIGHTS:** El Paso City Council Decreases Property Tax Rate

- City Council voted today on a resolution to adopt a lower property tax rate in order to send some relief to El Pasoans, given the significant hikes in property appraisals.
- The proposed tax rate includes an additional reduction from the originally proposed 0.75 cents to 4.49 cents per \$100 dollars of a home's value.
- This will bring the property tax to an estimated \$75 for the average home.
- The public hearing on the FY2023 Budget will be held on August 16. The tax rate will be officially adopted on August 23.

**EXPLAIN POLICY** 





**HUMANIZE YOURSELF** 

# WHAT CAN I USE DIGITAL TOOLS FOR?



- Connecting with constituents, partners, other local electeds, reporters, etc.
- Demystifying yourself as a local elected to seem more approachable/relatable
- Highlighting and celebrating wins!
- **Educating** the public (both about *how* local government works and about what particular policies/laws do)
- Taking a stand on a particular issue
- Showing support and garnering support or opposition for a policy, law, trend, etc.
- Soliciting feedback, such as asking constituents to weigh in on something
- **Sharing** helpful articles/stories
- Responding to an event or issue
- **Spotlighting community events** and your participation in them
- Amplifying your own content blogs, statements, press releases, events, etc. Reporters often follow elected accounts!

# **Earned Media**

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# **Owned Media**

Owned media – like blogs & newsletters.

Owned media is also a traditional media outreach tool

## **OWNED MEDIA TOOLS**



# MEET VANESSA

LEADER | ADVOCATE | PROBLEM-SOLVER

I'm a proud Southeast Austinite



View this email in your browser

Friend.

Every child who has an asthma attack from poor ventilation and every educator who falls ill from asbestos exposure is a policy failure.

Last month, I stood alongside my colleagues in the City Council and demanded a plan from our state partners to make Philadelphia's school facilities safe. Last week, I stood with activists calling for a Green New Deal for Philly schools. This month, municipal leaders statewide and I will travel to Harrisburg to demand the funding our students deserve to ensure safe learning environments.

My years as a parent in the Philadelphia school system taught me that if you want to make a change, you have to stand up and take action together. As your City Councilmember-At-Large, I have taken that lesson and worked alongside our Council to make a plan to address the failings of our school facilities with the School District and the Mayor's Office. We are now calling on the State to ensure full and proper funding to make these needed repairs.

The only way for our City Council to work on behalf of our community is to reflect our community. As a working mother and a lifelong Philadelphian, I have experienced the pains of our system's failures. And now as a City Councilmember, I am able to bring that experience to inform the actions and decisions of our government.

**NEWSLETTER** 



Today Ward 4 Councilmember Janeese Lewis George and every member of the Council reintroduced the Work Order Integrity Amendment Act of 2023, legislation to require a schoollevel staff member (like a foreman, operations director, or principal) to give affirmative approval before a work order ticket for repairs or maintenance in a school can be closed. This bill will improve school maintenance and communication between DSS, DCPS, and our schools.

"All of our students deserve safe and comfortable learning environments. Principals and school staff know their buildings better than anyone, and we need to empower them to ensure that repairs and maintenance in their schools are actually being done and done right."

Councilmember Lewis George

When a school has a maintenance problem in one of its buildings, staff submits a work order to DOS so the necessary repairs can be made. DOS contractors sometimes mark work orders as complete without fixing the underlying issue or communicating the outcome of their work with the school. This causes long delays where the school assumes a repair is in the process of being made, but DOS considers it complete and takes no further action. These discrepancies contribute to serious maintenance issues in DCPS schools that frustrate school communities and disrupt student learning. DCPS has also not provided clear answers about how school staff are engaged on the completion of work orders in their school buildings.

# WHAT CAN I USE OWNED MEDIA FOR?

- Owning the narrative whereas earned media is subject to reporter interpretation and edits, you set the messaging on your own media
- Providing longer-form **context** and **political education** around policy areas
- Explaining votes or standalone actions that you take as an elected official
- Passively pitching earned media by providing story-ready content in blogs, press releases, etc
- Highlighting and celebrating wins!
- **Spotlighting community events** and your participation in them
- Targeting your content to specific email segments vs broad audiences from social media and press
- Sharing helpful articles/stories
- Taking a stand on a particular issue
- Responding to an event or issue



# THINGS TO CONSIDER WHEN DECIDING WHICH TOOL(S) TO USE

- What are your goals?
- Who are you trying to reach?
- What is your timeline?
- Now much control do you want over the narrative?
- What is your capacity?
- What are you hearing from your community partners?
- Could sharing this narrative have any negative consequences?

# YOUR TOOLS DON'T EXIST IN SILOS!

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# **Digital**

Social media – like Facebook, Twitter, & Instagram.

# Owned Media

Owned media –
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newsletters

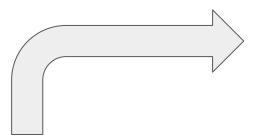
Use your tools to compliment one another!

# FOR EXAMPLE

- Post a blog as an effort for broader political education about a complex housing policy; then
- 2. Tweet it out to your network, and then
- 3. Send both the blog post and the tweet to a reporter you know might be interested in covering this!



## FOR ANOTHER EXAMPLE...



# CHECK OUT OUR POLICY ROLLOUT GUIDANCE

#### **LOCALPROGRESS**

#### Policy Rollout

Components + Timing

#### Background

Are you introducing a policy / ordinance / resolution and want it to make a splash? Consider following this plan to get more eyes on your introduction and ideally drum up some additional support!

#### Policy Rollou

#### Comms Components

- Press release
- Exclusive
- Social media posts

#### **Press Release**

You should have a press release prepped and ready to go before you plan to introduce the policy. It should be posted online (and sent to reporters if you're not pursuing an exclusive) immediately to coincide with or immediately after you introduce the policy. You can find a template here to start your document. Your press release should include as much quotable language as possible, including quotes from you, your colleagues if they are co-introducing, a partner organization that's supporting the work on the ground, and a member of the community. Think of your press release as you packaging a full story with sources for a reporter to plug and chug! See an excellent example of a press release for a policy rollout from fellow LP member and New York City Councilmember Shahana Hanif here. For a step by step guide for how to write a press release for a policy rollout, see this sidedeck.

#### Exclusive

An exclusive is when you share your story ahead of time with one reporter, promising that the story is theirs to tell first. The first step here is to identify the right reporter. You want to make sure they are friendly, reach the audiences you're hoping to reach, and will write a story in the framing you'd like them to use. Once you identify a reporter, reach out to them and share that you're planning to introduce legislation on xyz date, and you'd like to offer them exclusive coverage of your introduction. If they say yes, set up a time to speak with them about the policy you're planning to introduce, and offer to connect them with partner organizations and impacted community members as needed. You should plan to finalize your press release at least a few days before introduction, so you can share it with the reporter under embargo until the time of introduction. If your press release has relevant quotes from you as well as groups and

# **Putting it All Together**



# **DEVELOPING A STRATEGIC COMMS PLAN**

- 1. Identify the current narrative
- 2. Identify your **desired narrative**
- 3. Develop your main point
- 4. Identify your desired audience
- Select 1-3 specific communications tools that you'll use to reach your desired audience and spread your message
- 6. Identify your **values, problem, and vision** that supports your main point AND will resonate with your audience.
- 7. **Adapt your messaging** for the tool(s) you chose
- 8. **Leverage your tool(s)** more broadly



# (1) IDENTIFY THE i CURRENT NARRATIVE

### Questions to ask yourself:

- What am I hearing in my community?
- What is the prevailing story in the media?
- What are folks who disagree with me saying?

### **Example: Welcoming New Arrivals**

Current narrative:

"We don't have enough resources to handle this massive influx of people. Our city is overrun with migrants this is a CRISIS."

# (2) IDENTIFY YOUR DESIRED NARRATIVE

### Questions to ask yourself:

- What do I wish people in my community were saying?
- What do I wish I was reading / watching / listening to in the media?
- What am I saying / trying to say?
- What are folks who agree with me saying?

### **Example: Welcoming New Arrivals**

Desired narrative:

"Whether our family has been here for generations or has just arrived, our communities are strongest when ALL of us have everything we need to thrive."



### Questions to ask yourself:

- What is the main point I want people to take away from my communications on this issue?
- If people remember just ONE thing about this issue, what do I want that to be?

### **Example: Welcoming New Arrivals**

Main point:

"Every single one of us deserves the chance to build a full, vibrant life.

Whether our family has been here for generations or has just arrived, we all want to create a better future for our loved ones."



### Questions to ask yourself:

- Who am I trying to reach?
- Whose voice matters on this debate?
- Whose voice is missing?
- Who disagrees with me?
- Who is on the fence / could be convinced?

### **Example: Welcoming New Arrivals**

#### Desired Audience:

Marginalized communities – communities of color, working class communities, and different immigrant communities – who have lived in our neighborhoods for a long time and may feel left behind.

They might be asking, "why aren't we taking care of the people who have been living here for years first?"

# (5) SELECT 1-3 COMMS in TOOL(S)

### Questions to ask yourself:

- How can I reach my desired audience?
- Are they on social media? If so, which ones?
- What newspapers are they reading?
- What news are they watching?Listening to?
- Where do they live?

### **Example: Welcoming New Arrivals**

Pitch yourself to local broadcast
stations to "set the record straight"
about how city resources can and
should be used to support new
arrivals and long-time residents alike

# (6) IDENTIFY YOUR



# **VALUES, PROBLEM + VISION**



### Questions to ask yourself:

### Values:

- What do I and my desired audience agree on?
- What will bring people together?

### Problem:

What's the real issue here?

#### Vision

- How can we fix this issue together?
- What will an ideal future look like?

#### **Example: Welcoming New Arrivals**

Values: Our communities are stronger when we all have the resources we need to thrive. And you're right, for too long, many long-term residents have also been left behind.

Problem: Unfortunately, anti-immigrant folks on the right are pitting communities against one another to stoke fear, distract from these needs, and advance their own harmful political agendas that certainly don't help any underserved communities.

*Vision:* In actuality, the solutions that I'm advocating for – permanently affordable housing, strong social services, protections for workers, education and job training, better coordination between our local aovernment and nonprofits - will help all of us, newcomers and long-time residents alike.



# **ADAPT YOUR MESSAGING TO THE TOOL(S)**



### Questions to ask yourself:

- What's the tone of my tactic / tool?
- What's the typical length of my tactic / tool?

### **Example: Welcoming New Arrivals**

To adapt your messaging for local broadcast, simply prepare for the interview:

- Research your audience
- Identify your main point
- Identify your values, problem, and vision
- PRACTICE brevity and repeating / reinforcing your main point using context from your values, problem, and vision

# (8) **LEVERAGE YOUR TOOL** MORE BROADLY

### Questions to ask yourself:

- How can I get more eyes on this?
- What social media can I post it on?
- What reporters can I pitch this to?
- Can I share this with my email listserv?
- Should I post this on my website / blog?
- Should I ask political allies to amplify?

### **Example: Welcoming New Arrivals**

Plan to leverage your local broadcast hit:

- 1. Post it on Facebook
- 2. Post it on Twitter
- 3. Post it on Instagram
- 4. Include it in your email newsletter
- 5. Post it on your website / blog
- 6. Pitch it to local print and radio reporters
- 7. Send it to your political allies to amplify on their channels

# **GET IN TOUCH**

HAVE A QUESTION? WANT
COMMUNICATIONS SUPPORT?

**EMAIL THE HELP DESK** 

helpdesk@localprogress.org

# STAY IN THE KNOW

SIGN UP FOR OUR EMAILS

+

**STAY CONNECTED:** 



localprogress.org



@localprogress



LocalProgressNetwork