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City and County of Denver

# Performance-Based Infrastructure Program

**Stakeholder Communication Guidelines**



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# 1 Introduction

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## 1.1 Purpose

This document offers guidelines and best practices for Sponsoring Agencies, the Performance-Based Infrastructure (PBI) Office, and private-sector partners when planning for and conducting outreach to PBI-project stakeholders.

Each PBI project is unique in its process, design, objectives, and audiences, so this guide should be considered within the context of each individual project. This variation among projects may result in certain elements of the guide not being applicable and other communications-related considerations, not included in the guide, requiring attention.

While this document is intended to be used for PBI projects, the best practices shared herein may be considered, as appropriate, for other City and County of Denver (City) infrastructure projects.

In this guide, the terms *stakeholders* and *audiences* are used interchangeably.

## 1.2 Objectives

This guide is designed to meet the following objectives:

- Convey best practices for appropriately communicating with all relevant stakeholders about a project throughout the PBI Program process
- Offer methods and best practices for soliciting input, as appropriate, regarding a project's possible outcomes and impacts from affected and interested project stakeholders

## 1.3 Intended Audiences

This document is intended to be used by the following audiences:

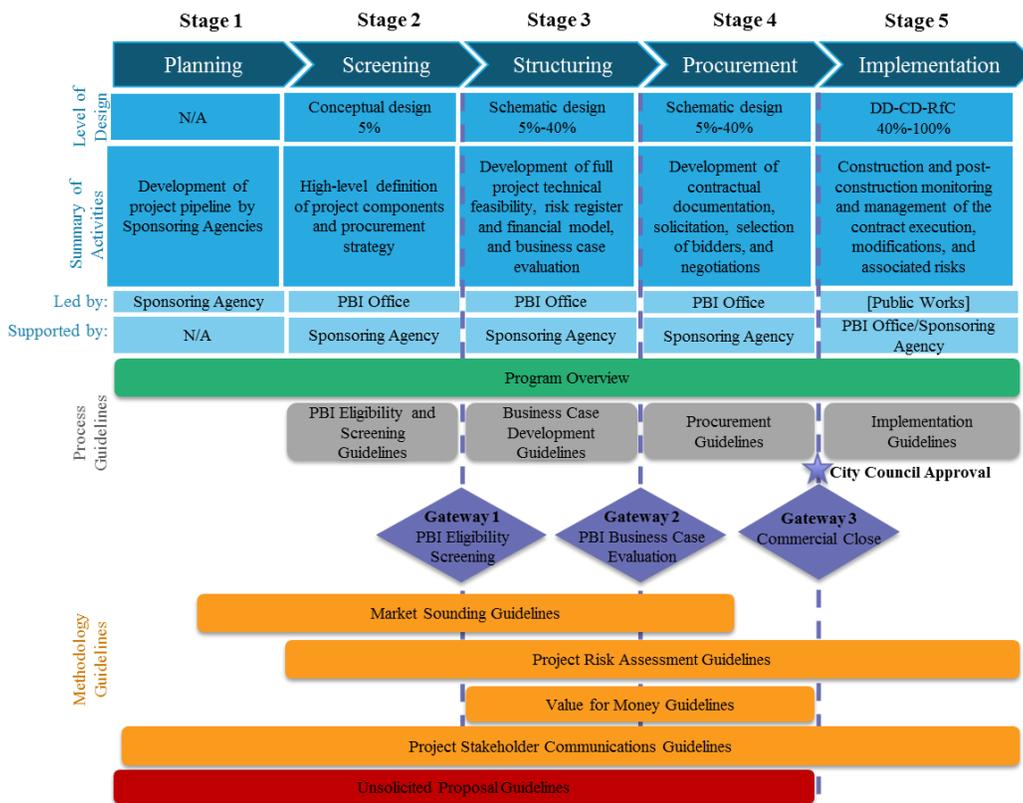
- City agencies spearheading the development of PBI projects (e.g., relevant Sponsoring Agencies and the PBI Office), as well as relevant City public information/communications functions
- Private-sector PBI market participants, including potential proposers, sponsors, and infrastructure developers

## 2 Communications Scenario Inventory

### 2.1 Overview

Understanding a PBI project’s communications landscape, or scenarios, is integral to developing and executing a successful stakeholder communications plan. Therefore, the first step in effective PBI project stakeholder outreach is taking inventory of a project’s potential audiences, issues, resources, and communications channels, including channels for soliciting stakeholder feedback. This step should be undertaken at Stage 2: Screening (see Figure 1) and revisited at each subsequent stage to account for changes in stakeholder and communications needs.

Figure 1: PBI Program framework



### 2.2 Audiences

Audiences are stakeholder types/groups that have the potential to be impacted, positively or negatively, by a PBI project or that otherwise have an interest in it. Developing a comprehensive scenario inventory for a given PBI project requires a full analysis and understanding of all potential project audiences. Both public and private stakeholder groups should be evaluated as part of this analysis.

Examples of possible audiences include the following:

- Residents of neighborhoods affected by or adjacent to the project
- Governmental agencies with jurisdiction over the project
- Community and neighborhood organizations with interest in the project
- Media
- Development community
- PBI industry
- Elected officials
  - City Council
  - Mayor
  - Federal and state elected officials

At certain stages of the PBI Program, it will be necessary to identify relevant specific contacts within each audience set and to prioritize audiences based on communications needs and possible project impacts.

## 2.3 Issues

Developing effective project messaging and communications strategies and timelines is highly dependent upon a full understanding of potential issues or concerns related to a PBI project. Successful stakeholder outreach must address the specific project issues relevant to each audience. This step in the scenario inventory process involves a careful examination of all foreseeable issues stakeholders are likely to raise or be concerned about, when considering a project and its impacts. Other sections of this guide address the process for facilitating and incorporating stakeholder feedback.

Examples of project issues stakeholders may raise include the following:

- Service interruptions/changes
- Displacement of people, housing stock, and/or services
- Construction traffic and permanent traffic pattern changes
- Workforce and labor-related concerns
- Environmental and public health impacts
- City values alignment
- Impact on residential property values and assessed valuations
- Gentrification and neighborhood change

Understanding which issues are likely to be most important to which audiences at each stage of the PBI process should inform communications timelines and strategies. This tailored approach will ensure the appropriate audiences are reached with relevant messaging at the right times and engaged to provide feedback.

When evaluating and considering how to best address issues, mapping project objectives to various stakeholders can be useful. Gaining an understanding of how

a project will benefit audiences can be valuable when addressing and assuaging possible concerns. It allows for a discussion of potential trade-offs or balancing benefits with possible drawbacks for a project.

## 2.4 Resources

An effective project scenario inventory should also include an evaluation of available communications resources (e.g., public information staff) for a given project and whether those resources have the adequate capacity, experience, and skills to effectively plan for and conduct necessary stakeholder outreach.

One outcome of this evaluation may be the identification of a need for third-party communications support, such as a public relations or public affairs firm or consultant. If this type of outside support is warranted, an appropriate budget should be considered as part of the project's budgeting process. A request for proposals (RFP) may need to be issued to select a communications partner.

Possible considerations when selecting a partner include the following:

- Relevant experience, including with PBI and large infrastructure projects
- Familiarity with market, PBI office, and Sponsoring Agency
- Prior work/relationships with key stakeholder groups or types
- Language and cultural fluency
- Alignment on project and communications objectives/strategies and how those map to stakeholder groups

## 2.5 Channels

Channels refer to the available methods for communicating with stakeholders, including soliciting feedback. There will likely be several viable channels for each stakeholder group. Therefore, once all channels per stakeholder group are identified, the most appropriate channels per stakeholder should be determined based on project and stakeholder priorities.

Examples of possible channels include the following:

- In-person meetings (e.g., neighborhood meetings, town halls, open houses), which may be hosted at various times, including nights and weekends, to maximize residents' input opportunities; meetings may need to include childcare and translation services
- Email
- Phone calls
- Text messaging
- City Council briefings
- Industry events/conferences
- Websites, webcasts, project webcams, and social media channels

- Comment cards and flyers
- Workshops
- Newsletters
- Project hotline numbers
- Paid advertising
- Media coverage

## 3 Stakeholder Outreach Plan and Timeline

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### 3.1 Overview

A completed communications scenario inventory should provide the information necessary to develop a comprehensive stakeholder outreach plan and timeline, with some of the information gleaned during the inventory process directly aligning with sections of the stakeholder outreach plan.

The plan and timeline should initially be developed during Stage 2: Screening, as a project is being defined and conceptually designed, and once it has been determined that the project will move forward in the PBI program. The plan and timeline then should be updated at the start of each subsequent stage of the PBI process. However, project changes within stages may require more frequent updates to the plan and timeline documents. At a minimum, it is a best practice to revisit planning documents quarterly.

The stakeholder outreach plan should provide a road map for all aspects of audience communication, including objectives, desired outcomes, and key messages. In addition, the purposes of various stakeholder communications tactics and outreach activities should be clearly articulated (e.g., to inform, to educate, to gain specific input). Understanding the purpose of stakeholder communications will help define messages and set expectations when engaging with various audiences.

The timeline should map to the plan elements and stages. It is advisable to assign “owners” to the activities included in the plan and timeline. See Section 4 for additional information on plan implementation.

### 3.2 Plan Checklist

The following checklist can be used as a reference for possible stakeholder outreach plan components — a table of contents. However, not all items in the checklist may be appropriate for a given project. Similarly, there may be unique project elements that require additional plan components not included in this checklist.

Table 1: Stakeholder outreach plan checklist

|   |  |
|---|--|
| ✓ | Communications Objectives / Desired Outcomes   |
| ✓ | Scenario Inventory   |
| ✓ | Communications Strategies  |
| ✓ | Audiences/Stakeholders   |
| ✓ | Spokesperson/Spokespeople  |
| ✓ | Key Messages   |
| ✓ | Communications Tactics, including stakeholder outreach and project-specific feedback |
| ✓ | Required Materials   |
| ✓ | Measurement and Metrics  |

### 3.3 Plan Input and Review

The desired input for a project stakeholder outreach plan will likely vary by project. In most cases, the Sponsoring Agency and the PBI Office will play an integral role in developing and reviewing the initial plan and all subsequent iterations. However, it may be necessary to solicit input/feedback from various additional stakeholders in different Program stages. For example, once a construction partner is selected in Stage 4, that partner will likely need to be included in communications planning and execution as the project moves into implementation in Stage 5, even if the Sponsoring Agency remains in the lead on communications and stakeholder engagement during this stage.

As with input and collaboration for the communications planning process, review/approval of the project stakeholder outreach plan will vary by project, with reviews necessary by at least the Sponsoring Agency and PBI Office. The PBI Office may suggest/require that the plan also be reviewed by the Mayor’s Office, City Council district representative, a City public information professional, and/or a third-party communications expert, like a public relations firm or consultant.

## 4 Implementation

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### 4.1 Overview

Upon completion of a stakeholder outreach plan and timeline during Stage 2, implementation of the plan will commence. Various aspects of the plan will likely need to be implemented throughout all PBI Program stages. Due to the need to revisit and adjust the plan as a project advances through the Program stages, it is advantageous to stay agile and anticipate several changes to implementation activities, sometimes with little notice.

### 4.2 Message Development

Developing a suite of communications-related materials, as outlined in the stakeholder outreach plan, will often be a large component of plan implementation. As part of this process, it is advisable to first develop a core set of project messages, leveraging the information gleaned during the communications scenario inventory.

Messaging will vary by project but typically will need to address the following:

- Project objectives, purpose, and rationale
- Project benefits, impacts, and mitigation plans
- Anticipated stakeholder questions/issues
- Project logistics and timing
- Project procurement options, including but not limited to PBI

Another key topic to include in project messaging is transparency — specifically, what and when information about a project and the procurement process for that project can be shared with stakeholders. Unlike traditional large infrastructure procurement methods, some information must remain confidential as part of the PBI procurement process (so as to not weaken the City’s negotiating power or reveal information considered proprietary by approved or prospective private-sector partners). Addressing what this information entails and, most importantly, why confidentiality is necessary can be effective in addressing stakeholder concerns related to PBI procurement transparency.

While a core set of messages is integral to successful stakeholder outreach, it may be necessary to also create different sets of messages for different audiences. Various stakeholder groups can have differing levels of knowledge about certain topics and have different project-related concerns.

Once developed, messaging should be thoroughly reviewed by the PBI Office, Sponsoring Agency, and any other primary project owners. In the Implementation Stage, this will involve the selected private development partner. Undertaking this best practice can help avoid misinformation and confusion among stakeholder

groups by ensuring a project's messaging remains consistent, regardless of communication channel or spokesperson. This type of messaging review exercise should occur at each Program stage and at quarterly intervals, at a minimum.

### 4.3 Materials Development

Once developed, the messages should serve as the foundation for other communications materials, as appropriate. These materials provide the resources necessary to effectively execute the stakeholder outreach plan and timeline. As projects evolve and change, it is important to regularly revisit communications materials to ensure content is still accurate and to determine whether any additional materials need to be developed. Multilingual materials should also be created.

Examples of possible communications materials include the following:

- Talking points for speakers
- Comprehensive frequently asked questions (FAQ) document (internal version for project team reference and public-facing external FAQ)
- Media standby statements
- News releases
- City Council presentation(s)
- Project website and social media content
- Fact sheets
- Newsletters
- Interactive maps
- Display materials for public events or street teams

### 4.4 Soliciting Stakeholder Feedback

A successful project stakeholder outreach plan focuses not only on communicating with stakeholders, but also on identifying opportunities to solicit, track, and be guided by stakeholder feedback at all stages of the project.

Implementing strategies and tactics designed to effectively solicit feedback for a project requires a thorough understanding of stakeholder audiences, how to best reach/communicate with those audiences, and what their concerns and general opinions are likely to be regarding the project outcomes and impacts. Therefore, the communications scenario inventory must be completed thoroughly at Stage 2: Screening and revisited regularly throughout the subsequent stages. It is likely that the majority of stakeholder outreach will occur during Stage 3: Structuring.

Stakeholder feedback is most pertinent when a project is being structured, and it can and should impact project design and development. As a result, this is also the point in the Program when project-specific stakeholder meetings and engagement will begin (see Section 4.8).

The type of stakeholder feedback sought may also vary by stage based on the necessary project evaluation, decision-making, and development processes. For example, stakeholder input on high-level project components or early conceptual designs may be gained in Stage 2, while feedback on project schematic designs may be sought in Stages 3 and 4, prior to a private sector partner being selected.

Several best practices related to soliciting stakeholder feedback should be considered when implementing a project's stakeholder outreach plan:

#### **4.4.1 Identifying Appropriate Owner(s) and Spokespeople**

In this guide, *ownership* refers to the executional owner of plan activities. In most cases, the owner during Stage 1 is the Sponsoring Agency. The PBI Office, with support from the Sponsoring Agency, is responsible for coordinating and executing stakeholder outreach, including promoting the project, during Stages 2 through 4. The PBI Office ensures stakeholder engagement activities are executed per the plan and timeline, and ensures the rationale for pursuing a performance-based approach to delivering the project is clear (see Section 4.6). Depending on the situation, a third-party mediator or facilitator may be considered to solicit feedback and guide community dialogue during an in-person meeting.

#### **4.4.2 Leading with and Focusing on Project Benefits**

When communicating with stakeholder groups, mapping a project's objectives or benefits to those groups can be effective in focusing feedback on the project rather than the procurement method. Concentrating messaging on project benefits can also proactively address stakeholder issues/concerns.

#### **4.4.3 Leveraging Multiple Channels**

There are multiple channels for reaching various stakeholder groups. Making a variety of channels available for feedback and information sharing will help facilitate stakeholder feedback opportunity and accessibility. The owner of this task should make a concerted and programmatic effort to meet people where they are at, as well as to articulate the purpose of various communications (e.g., to inform, to educate, to gain specific input).

#### 4.4.4 Cataloging and Responding to Feedback in a Timely Manner

All stakeholder feedback should be recorded, cataloged — ideally by issue type — and preserved. Not only is this useful in identifying and prioritizing issues, but it can be used as data to demonstrate that the appropriate amount of stakeholder outreach was conducted and feedback solicited. While methods for recording feedback will vary by project, at a minimum the following information should be captured as part of the cataloging process:

- Stakeholder name (and title)
- Organization name, if applicable
- Date of feedback
- Method of feedback (e.g., in-person meeting, email, phone call)
- Nature of feedback (e.g., complaint, request, suggestion)
- Verbatim feedback, if possible, or feedback summary (most appropriate for non-written feedback)
- Response action taken or planned response action, including timing of these activities and who is responsible
- Feedback priority ranking – a system to prioritize feedback / feedback type to ensure the most pressing issues and those pertinent to project objectives are addressed or addressed first
- Whether/how feedback will be elevated to project leaders/owners
- Follow-up action, if warranted

The Sponsoring Agency takes the lead in conducting stakeholder outreach activity and is responsible for capturing and tracking feedback using an appropriate tool. The PBI Office supports/monitors stakeholder feedback to inform project planning decisions.

#### 4.4.5 Incorporating Feedback into Project Plans/Outcomes

Feedback must be not just solicited and recorded, but also considered in project planning and outcomes. This can be achieved by incorporating processes and checkpoints into a project's stakeholder outreach plan related to how stakeholder feedback will be communicated to relevant project leads (likely the PBI Office, Sponsoring Agency, and eventually, developers) and City Council, at what intervals it is communicated, and how it will be used in project decision-making and planning. At a minimum, stakeholder feedback should be integrated into the project planning process at each appropriate Program stage.

Processes related to how and when stakeholder feedback is considered in project planning will vary by project. Some examples of these activities include the following and help ensure that project feedback from communities and other stakeholders is both valued and used:

- **Holding regular stakeholder-feedback planning meetings** – These meetings should be designed to consider the most recent and/or most relevant stakeholder feedback and how that feedback will, can, or should be incorporated into project plans. Among other considerations, these decisions should evaluate stakeholder feedback in relation to a project’s objectives and goals. The frequency of these meetings may vary by stage, with Stage 3 likely requiring the highest frequency of meetings due to the heightened relevance of stakeholder feedback during project structuring activities. The City Council should be invited to these meetings.
- **Incorporating stakeholder feedback in City Council briefings** – As part of one or more planned City Council PBI project briefings, project owners can communicate a summary of the level and type of stakeholder feedback solicited and received, as well as how that feedback has been or will be considered as part of project planning. This type of overview is likely most appropriate during Stage 3 as projects are being structured.
- **Sharing stakeholder feedback in project communications** – Appropriate feedback and any resulting action steps may be highlighted in project communications, such as a newsletter or website. This demonstrates transparency and collaboration.

## 4.5 City Council Engagement

The City Council will be briefed throughout the PBI process on non-confidential information pertaining to projects as part of the City budget process and on an ongoing basis. Specifically, they will be briefed on the results of the project screening and associated outcomes of that stage, and on the status and objectives of the project during structuring, procurement, and implementation.

Incorporating the topic of stakeholder outreach into one or more of these briefings can help ensure that the City Council is aligned with the Sponsoring Agency and PBI Office on appropriate and necessary stakeholder activities and outcomes.

In addition to regular briefings, in some instances, it also may be advisable for City Council to be more significantly and directly involved in stakeholder outreach activities. One option and best practice for this type of engagement is the development of a Community Engagement Committee, with council members as participants or observers. Likely most relevant for larger or more controversial projects, a Community Engagement Committee would comprise representatives from a variety of stakeholder types/groups, along with one or more City Council members, e.g., from relevant districts. It could serve as an ongoing mechanism and channel to communicate stakeholder feedback with project owners.

The most appropriate time to form a Community Engagement Committee is after Stage 2, when a project enters the PBI Pipeline and a business case is under development. From that time, the committee and project owners would meet quarterly, at a minimum, to discuss and be guided by stakeholder feedback. These meetings are also an opportunity to communicate to stakeholders how their feedback is being considered and incorporated into project planning, along with relevant project updates.

Beyond any Community Engagement Committee, City Council members may choose or should be invited to play an active role in stakeholder engagement activities for projects within their respective districts. In addition, the stakeholder engagement plan will include and allow for participation by at-large council members.

## 4.6 Oversight and Accountability

Ownership of stakeholder outreach plan execution must be clearly defined. A project's Sponsoring Agency, the PBI Office, private-sector contractors/partners, and the relevant communications resources in the City should be aligned on execution of ownership responsibilities.

In Stage 1, Sponsoring Agencies can rely on their usual stakeholder communications practices related to their potential project portfolio. For example, for planning and exploration, stakeholder feedback can be gained without committing to a specific project or funding during this stage. Sponsoring Agencies are responsible for managing public expectations while considering their planning portfolios. In most instances, it is advisable and a best practice that the PBI Office and Sponsoring Agency own the execution of a project's stakeholder outreach plan from Stages 2 through 4, with the PBI Office leading and Sponsoring Agency supporting the majority of stakeholder outreach activity. The PBI Office is responsible for monitoring the progress of this activity (per the stakeholder outreach plan and timeline).

At the start of the Implementation Stage (Stage 5), responsibility for stakeholder engagement should be transferred to the private partner selected to deliver the project. Contracts with private partners should specify expectations and performance metrics concerning the partner's role in communications and continued stakeholder engagement during project implementation. The Sponsoring Agency oversees the implementation of these responsibilities. Similar to other City capital programs, the project team provides routine updates to City Council. If a Pre-Development Agreement is used in Stage 4 (see the Procurement Guidelines), the selected partner will also be integral in the execution of a project's stakeholder outreach plan.

For certain large or high-profile projects, it may be useful to consider establishing a Project Information Office or engaging a Project Information Officer to oversee the execution of the stakeholder outreach plan and related communications. The size and complexity of a project, along with available communications resources via a project's Sponsoring Agency and the PBI Office, should be considerations when evaluating the potential need for a Project Information Office or Officer.

Another best practice is to include the topic of stakeholder communication as part of regular project team communications (e.g., included in weekly call agendas and project update meetings). This provides consistent checkpoints to ensure the plan is being executed according to relevant timelines and desired outcomes are being achieved. Stakeholder engagement activities such as public meetings should be incorporated into project schedules.

One way to consider plan implementation roles for specific PBI projects is using the RACI Matrix concept: for key components of the stakeholder outreach plan, who is Responsible (e.g., Sponsoring Agency, PBI Office, or private-sector partner), who is Accountable (e.g., Sponsoring Agency, PBI leadership, or department heads), who must be Consulted (e.g., subject-matter experts on the project team), and who must be Informed (e.g., City Council and council committees, Mayor's Office).

Table 2: Sample RACI Matrix

| RACI Matrix |        |        |        |        |        |        |
|-------------|--------|--------|--------|--------|--------|--------|
| Task \ Role | Role 1 | Role 2 | Role 3 | Role 4 | Role 5 | Role 6 |
| Task 1      | R      |        | C      |        |        |        |
| Task 2      | R      |        | A      |        | C      |        |
| Task 3      | R      | R      | I      | A      |        | I      |
| Task 4      |        |        | C      |        | R      |        |
| Task 5      | A      | C      |        | I      |        |        |
| Task 6      |        | I      | C      | C      |        | R      |

|          |             |
|----------|-------------|
| <b>R</b> | Responsible |
| <b>A</b> | Accountable |
| <b>C</b> | Consulted   |
| <b>I</b> | Informed    |

## 4.7 Metrics and Reporting

Measurement and reporting against stated communications goals and outcomes (per the stakeholder outreach and project plans) is important to track stakeholder outreach progress and inform any required adjustments. As such, the stakeholder outreach plan should describe how progress will be reported and at what intervals. As the executional owner of the plan, the Sponsoring Agency is accountable for ensuring all metrics are recorded and reported.

Stakeholder outreach metrics will vary greatly by project but can include and are not limited to the following:

- Number of stakeholder touchpoints
- Public opinion (via public opinion polling)

- Event attendance
- Average feedback response times
- Media coverage (amount and sentiment)
- Email/newsletter open rates
- Social media shares/likes/engagements
- Amount and type of stakeholder feedback

## 4.8 Implementation Considerations and Best Practices

Table 3 offers high-level recommendations for stakeholder engagement by PBI Program stage. These general guidelines should be considered in light of a project’s unique attributes, benefits, resources, stakeholders, and issues. The primary feedback mechanisms included in the table for each PBI Program stage are not intended to be comprehensive.

In Stage 1, Sponsoring Agencies can rely on their usual stakeholder communications practices related to their potential project portfolio. Aside from specific project stakeholder communications, the PBI Office conducts and is responsible for ongoing general communications about the PBI Program and process — helping educate and inform key audiences about PBI as a procurement method.

Table 3: Stakeholder engagement by PBI Program stage

| Stage 1: Planning                    |  |
|--------------------------------------|--|
| <b>Stakeholder Outreach Owner(s)</b> | Primary: Sponsoring Agency<br>Secondary: PBI Office  |
| <b>Key Stakeholders</b>              | Department of Finance (DoF)<br>Public Works (PW)<br>Mayor’s Office<br>City Council<br>Community groups, including those likely to be impacted by or interested in a potential project  |
| <b>General Best Practices</b>        | Begin to socialize the potential project for the pipeline; the potential project will follow traditional City outreach processes for project planning in initial stages of development (Sponsoring Agency leads, PBI Office monitors).<br>Consultation among Sponsoring Agency, Capital Planning and Programming (CPP), and PBI Office |
| <b>City Council Touchpoints</b>      | Participation in annual capital planning process   |
| <b>Primary Feedback Mechanisms</b>   | Public outreach/input following normal business practices<br>PBI Office website (via feedback email/form)  |

| Stage 2: Screening   |   |
|--|---|
| <b>Stakeholder Outreach Owner(s)</b>                                   | Primary: Sponsoring Agency<br>Secondary: PBI Office   |
| <b>Key Stakeholders</b>  | Mayor<br>City Council<br>DoF/CPP<br>City Attorney’s Office (CAO)<br>PW<br>Performance Infrastructure Committee (PIC)<br>Community groups, including those likely to be impacted by or interested in a project   |
| <b>General Best Practices</b>  | Develop stakeholder outreach plan (e.g., audiences, issues, messaging, channels, tactics, timelines, resources, metrics, and roles/responsibilities) and review plan with project owners (Sponsoring Agency leads, PBI Office reviews).<br>Consider RFP for third-party communications support (joint decision/discussion between Sponsoring Agency and PBI Office based on resources review).<br>Consider development of a Community Engagement Committee. |
| <b>City Council Touchpoints</b>  | Briefing on screening outcomes (Sponsoring Agency and PBI Office joint effort)  |
| <b>Primary Feedback Mechanisms</b>                                     | City Council briefings on PBI Pipeline<br>PBI Office website (via feedback email/form)  |
| Stage 3: Structuring (primary stage for stakeholder outreach activity) |   |
| <b>Stakeholder Outreach Owner(s)</b>                                   | Primary: Sponsoring Agency<br>Secondary: PBI Office   |
| <b>Key Stakeholders</b>  | Mayor<br>City Council<br>CAO<br>DoF<br>PW<br>Community groups, including those likely to be impacted by or interested in a project<br>Civic and business organizations<br>State and/or federal elected officials<br>State and/or federal agencies with potential interest/involvement with the project<br>Private development sector/community  |
| <b>General Best Practices</b>  | Attend scheduled public meetings/events and relay project benefits, answer questions, and address issues and concerns (Sponsoring Agency leads, PBI Office provides activity oversight).  |

|                                      |   |
|--------------------------------------|---|
|                                      | <p>Brief all City stakeholder groups and relevant development audiences (project overview, benefits; Sponsoring Agency and PBI Office joint effort).</p> <p>Host project-specific public meeting(s), which may include schematic designs for input (Sponsoring Agency leads, PBI Office provides activity oversight).</p> <p>Create/distribute project newsletter (about the project rather than structuring activities; Sponsoring Agency leads, PBI Office reviews).</p> <p>Conduct outreach to PBI industry (PBI Office leads).</p> <p>Revisit/revise stakeholder outreach plan and messaging (Sponsoring Agency leads, PBI Office reviews).</p>   |
| <b>City Council Touchpoints</b>      | Briefing on decision for project to advance as PBI (Sponsoring Agency and PBI Office joint effort)  |
| <b>Primary Feedback Mechanisms</b>   | <p>Public meetings/briefings, including project-specific meetings</p> <p>One-on-one briefings</p> <p>City Council briefings</p> <p>Public opinion polling</p> <p>PBI Office website (via feedback email/form)</p> <p>Project newsletter (via link to PBI website feedback email/form)</p> <p>City social media channels</p>   |
| <b>Stage 4: Procurement</b>          |   |
| <b>Stakeholder Outreach Owner(s)</b> | <p>Primary: Sponsoring Agency</p> <p>Secondary: PBI Office</p>  |
| <b>Key Stakeholders</b>              | <p>Mayor</p> <p>City Council</p> <p>CAO</p> <p>DoF</p> <p>PW</p> <p>PIC</p> <p>Community groups, including those likely to be impacted by or interested in a project</p> <p>Private development sector/community</p>  |
| <b>General Best Practices</b>        | <p>Attend scheduled public meetings/events and relay project benefits, answer questions, and address issues and concerns (Sponsoring Agency leads, PBI Office provides activity oversight).</p> <p>Host “industry day” (PBI Office leads, Sponsoring Agency attends/supports).</p> <p>Share timeline for release of industry-related documents (RFP, RFI, RFQ, etc.) with development community (Sponsoring Agency leads).</p> <p>Host project-specific public meeting(s), which may include schematic designs for input (Sponsoring Agency leads, PBI Office provides activity oversight).</p> <p>Create a project website (Sponsoring Agency leads).</p> <p>Revisit/revise stakeholder outreach plan and messaging (Sponsoring Agency leads, PBI Office reviews).</p> |

|                                      |  |
|--------------------------------------|--|
| <b>City Council Touchpoints</b>      | Approval of final contract via regular council process   |
| <b>Primary Feedback Mechanisms</b>   | Public meetings/briefings, including project-specific meetings<br>City Council meetings<br>Industry day<br>PBI Office website (via feedback email/form)<br>Project newsletter (via link to PBI website feedback email/form)<br>City social media channels  |
| <b>Stage 5: Implementation</b>       |  |
| <b>Stakeholder Outreach Owner(s)</b> | Primary: private partner<br>Secondary: Sponsoring Agency, PBI Office   |
| <b>Key Stakeholders</b>              | Mayor<br>City Council<br>CAO<br>DoF<br>PW<br>Community groups, including those likely to be impacted by or interested in a project<br>Media  |
| <b>General Best Practices</b>        | Attend scheduled public meetings/events and relay project benefits, answer questions, and address issues and concerns (private partner and Sponsoring Agency joint effort, PBI Office provides activity oversight).<br>Identify private partner spokespeople and host messaging review session (private partner leads, Sponsoring Agency supports/attends review session).<br>Host project-specific public meeting(s) (private partner leads, Sponsoring Agency supports).<br>Conduct media outreach and coordinate interviews/coverage (private partner leads).<br>Revisit/revise communications plan and messaging (private partner leads, Sponsoring Agency reviews).<br>Create new post-PBI Program stakeholder outreach plan and develop project-specific communications materials and channels (e.g., website, social channels, newsletter; private partner leads, Sponsoring Agency provides activity oversight). |
| <b>City Council Touchpoints</b>      | Briefings to keep apprised of project progress   |
| <b>Primary Feedback Mechanisms</b>   | Public meetings/briefings, including project-specific meetings<br>Public opinion polling<br>Project communications channels  |

## **Appendix A**

### **Glossary and Abbreviations**

## A1 Glossary

| Term                                     | Definition   |
|--|--|
| City                                     | City and County of Denver.   |
| Co-development Solicitation Process      | Solicitation process in which the Procurement Team plans to select a private partner with whom to co-develop the project based on the performance requirements of a Predevelopment Agreement or similar document. The selection can be done based on an RFQ and/or RFP. See Section 10 of the Procurement Guidelines for more details.   |
| Firm-Bid Solicitation Process            | A solicitation process in which the Procurement Team issues procurement documents; interested parties respond with a firm bid, generally including firm price and financing commitments; and, proposals are reviewed by the Procurement Team to select a private partner. See the Procurement Guidelines for more details.   |
| Implementation Team                      | The staff and consultants assigned by the City to manage the implementation of a PBI project following execution of its Project Agreement.   |
| Intent to Submit Form                    | Form that should be submitted by the Sponsoring Agency once the project passes Gateway 2, indicating their intention to prepare and submit a business case.  |
| Notice of Intent to Procure PBI Services | Notification issued by the PIC to the Mayor / City Council once the PBI Office has reviewed the business case and considers the project suitable and ready for PBI procurement.  |
| PBI Model                                | The financial model developed by the PBI Office to evaluate the risk-adjusted cash flows of a PBI procurement method during Stage 3: Structuring. It is used to develop the project's business case and the value for money analysis. At Stage 4: Procurement it is updated based on the proposals received and/or the Preferred Proposer's proposal. It may also be used to support evaluation of the financial models received from the proposers. |
| PBI Pipeline                             | The portfolio of projects approved by the PIC for evaluation as PBIs.  |
| PBI Screening Application                | Form submitted by Sponsoring Agencies along with the CIP Discretionary Funding Form, indicating whether the project passes PBI qualification criteria.   |
| Preferred Proposer                       | The highest ranked proposer selected by the City after RFP responses are received and evaluated.   |
| Private Partner                          | The private development partner after execution of the project agreement.  |
| Procurement Team                         | The staff and consultants assigned by the City to manage the PBI procurement process.  |

| Term                     | Definition  |
|--------------------------|---|
| Project Agreement        | The PBI contract signed by the City and the Preferred Proposer.   |
| Project Liaison          | The staff responsible for facilitating coordination between the different entities involved in the project development process such as, but not limited to, the PIC, CAO, and the PBI Office.   |
| Public Sector Comparator | A hypothetical scenario representing the standard government procurement method that would be used to deliver a project in the absence of a PBI procurement option.   |
| Term Sheet               | The legal document that lays out the key terms of the project. Refer to the Procurement Guidelines for more information on the contents of the Term Sheet.  |
| Sponsoring Agency        | The applicable City entity that develops and identifies potential PBI projects during the screening stage. It coordinates with and supports the PBI Office during the project screening, structuring, and procurement stages. And it leads implementation of the PBI project after execution of the project agreement. During the implementation stage it may be referred to as Implementation Agency in instances when the agency in charge of implementing the project is different from the Sponsoring Agency in prior stages. |

## A2 Abbreviations

| Abbreviation | Description                      |
|--------------|----------------------------------|
| CAO          | City Attorney's Office           |
| CapEx        | capital expenditure              |
| CAPM         | capital asset pricing model      |
| CIP          | Capital Improvement Plan         |
| CORA         | Colorado Open Records Act        |
| CPP          | Capital Planning and Programming |
| CPR          | Capital Project Request Form     |
| DoF          | Department of Finance            |
| DSRA         | debt service reserve account     |

| Abbreviation | Description                             |
|--------------|---|
| KPI          | key performance indicator               |
| MMRA         | major maintenance reserve account       |
| NPV          | net present value                       |
| OpEx         | operational expenditure                 |
| PBI          | performance-based infrastructure        |
| PDA          | Predevelopment Agreement                |
| PERT         | Program Evaluation and Review Technique |
| PIC          | Performance Infrastructure Committee    |
| PSA          | PBI Screening Application               |
| PSC          | Public Sector Comparator                |
| PW           | Public Works                            |
| RFAP         | request for alternative proposals       |
| RFAQ         | request for alternative qualifications  |
| RFDP         | request for detailed proposal           |
| RFI          | request for information                 |
| RFP          | request for proposals                   |
| RFQ          | request for qualifications              |
| USP          | unsolicited proposal                    |
| VfM          | value for money                         |
| WACC         | weighted average cost of capital        |