



Outreach and Communications Plan for the Geospatial Platform

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1. Executive Summary

Under the directive of the Fiscal Year (FY) 2011 Presidential Budget, the Geospatial Platform (Platform) is being developed as means for “ultimately increasing access to geospatial data,” and as a component of the National Spatial Data Infrastructure (NSDI). Once fully implemented the Platform will advance geospatial asset management and access to geospatial data, services, and applications. Platform offerings will be available for reuse and multi-purposing, thereby improving efficiency and programmatic outcomes, increasing savings, and enhancing the geospatial capacity of all levels of government. Through effective implementation and stakeholder interaction, the Platform will increase government accessibility, transparency and accountability to citizens.

The Outreach and Communications Plan for the Platform provides a high-level, strategic vision for interacting with stakeholders. The Plan sets the framework for the types of outreach and communications to be deployed; and identifies tools and strategies needed to be successful over a multi-year time horizon. As the Platform is implemented and the Outreach and Communications Plan is instituted, annual Outreach and Communications Implementation Plans will be developed to fit within the construct of this Plan. These Implementation Plans will include specific action items and tasks designed to promote and support the evolution of the Platform.

It is the goal of this Outreach and Communications Plan is to ensure that stakeholders are engaged and informed throughout the development of the Platform and that the information needs of all stakeholder groups are addressed through its recommended usage of key principles, goals, tools, outreach strategies, and communications channels.

The Plan is based on the following key principles of effective stakeholder engagement and communication:

- Dialogue that allows stakeholders to exchange views and information, to listen, and to have their issues heard and addressed.
- Clear mechanisms for responding to stakeholders concerns, suggestions, and grievances.
- Feedback loops that incorporate feedback from stakeholders into project or program design, and report outcomes back to stakeholders.

- Meaningful information in a format and language that is readily understandable and tailored to the needs of the target audience(s) and/or stakeholder group(s).
- Information that is shared in advance of collaborative activities and decision-making.
- Dissemination of information in ways and locations that are easily accessible to stakeholders.
- Initiatives focused on outcomes and the ability to demonstrate how outreach and communications processes have been improved.

2. Introduction

2.1 Purpose of this Document

The purpose of this Outreach and Communications Plan is to outline a high-level strategy and identify a suite of best management practices and tools for effectively engaging and communicating with stakeholders, and promoting the Geospatial Platform (Platform) to stakeholders and customers.

The plan will assist the Platform in achieving its goal of delivering a managed portfolio of common geospatial data, services, applications, and infrastructure. The portfolio will be contributed to, and administered by, authoritative sources and hosted on a shared infrastructure, for use by government agencies and partners to meet their mission needs and the broader needs of the Nation. Effective outreach and communications will ultimately ensure sustainable participation from Federal and non-Federal partners to establish a collaborative model for Platform related activities and investments. The plan supports the exchange of the vital information and two-way communication stakeholders need to effectively support the program's strategic objectives in a credible, compelling, and consistent way.

Outreach and communications are integral components of the successful execution of Platform initiatives, and must be considered throughout Platform implementation. Reaching out to internal and external stakeholders requires coordinated outreach and communication efforts tailored to the unique concerns and information needs of specific stakeholder groups. The plan calls for proactive strategic outreach and communications with stakeholders that build trust between stakeholders and the Managing Partner¹, and foster an environment that promotes idea sharing and open dialogue. This Outreach and Communications Plan describes how the Platform's Managing Partner will work to engage and communicate with stakeholders.

Platform outreach and communications have already begun and will be ongoing as the Platform evolves. The Outreach and Communications Plan is a multi-year plan, intended to provide long-term guidance. As the Platform develops, tasks and deliverables will be outlined through annual Outreach and Communications Implementation Plans. Implementation Plans will be developed to complement the strategic vision of this Outreach and Communications Plan. The Implementation Plans will be utilized to ensure outreach and communications strategies continue to align with the evolution of the Platform, as well as the start and completion of tasks, and changing stakeholder needs.

¹ Throughout this document all references to Platform management and leadership will be attributed to the Managing Partner. It is recognized that there is an interim management structure, the Core Team, in place until a Managing Partner organization is established.

2.2 Definition of Outreach

Outreach involves the conveyance of messages and transfer of knowledge between and among groups with unique concerns and interests. Through the two-way exchange of information, internal and external stakeholders will develop working relationships and an understanding of one another's missions, goals, and objectives. By creating partnerships that engender trust and acceptance, the Platform creates a mutually beneficial community that supports its objectives. The mission of each stakeholder is empowered and enriched by the support of the others, and their input and needs are taken into consideration in developing the Platform assets.

2.3 Definition of Communications

Communications involve the dissemination of a message from a sender to a recipient; information is conveyed in one direction and the transmission is complete only after the recipient has understood the message. Communications are integral to the successful functioning of Platform initiatives because they allow the Managing Partner to share the value of the Platform, advancement and implementation of capabilities and assets, and individual stakeholder feedback with a broader audience.

2.4 Platform Stakeholders

Stakeholders are defined as the individuals, or groups, that can influence the outcome and ultimate success of the Platform and those that will be directly, or indirectly, affected by the implementation of the effort. Gaining insight into stakeholders' values, expectations, interests, and perceptions is essential to establishing a successful Platform. This Outreach and Communications Plan is designed to provide internal and external stakeholders with a framework for communicating and interacting with one another.

The identification of the stakeholders is integral to determining Platform assets. The preferences for asset development and information needs will vary based on the interests and motivations of each audience/stakeholder group. Through stakeholder analysis, review of previous geospatial communication efforts, and consideration of similar initiatives within other government agencies, the following internal and external Platform stakeholders were identified:

Internal Platform Stakeholders

Internal stakeholders include organizations that comprise the Partner Network:

- The Managing Partner – responsible and accountable for coordination and provision of data and services provided by the Geospatial Platform.
- Partner Network – comprised of providers of data, services, applications, and infrastructure and coordinated by the Managing Partner.
- Federal Geographic Data Committee (FGDC), and all Federal agencies²

² The FGDC and other Federal agencies involved with the Platform may also be external stakeholders. This delineation will vary depending upon the organizations' specific interests and roles.

External Platform Stakeholders

External stakeholders include organizations and individuals that have an interest in the Platform, either in its usage, a specific phase of implementation, or in its entirety, but who are not members of the Partner Network. Potential external stakeholders include:

- Chief Financial Officers (CFO) Council
- Chief Information Officers(CIO) Council
- Chief Technology Officers (CTO) Council
- State, regional, local, and Tribal governments
- Congress
- Private sector
- Academia
- Non-Profits
- Citizens

3. Outreach: Stakeholder Engagement

3.1 Outreach Messaging

The premise of stakeholder engagement is the construction of productive community relationships. Engagement is a continuous cycle of relationship development, which occurs amongst stakeholders over the lifetime of the project and its various initiatives. It is used for the purposes of providing information that is relevant, easily understood, and well-timed in relation to the actual occurrence of Platform activities and events. As a form of outreach, stakeholder engagement also produces outlets in which stakeholders are able to obtain an immediate response and reaction to expressions of their individual perspectives and apprehensions. This Plan promotes the idea that outreach is a proactive activity, conducted by the Managing Partner, involving reaching out to stakeholders to offer the opportunity to develop relationships. Outreach messages must include the six C's of Successful Community Engagement³:

- **Capacity** – Stakeholders have the ability to talk about issue areas.
- **Commitment** – Stakeholders are committed to the mutual benefit of the group.
- **Contribution** – Stakeholders are willing to participate in the advancement of the initiative and take responsibility/risks.
- **Continuity** – Stakeholders are willing to share roles and transition roles in ways that promote knowledge management.
- **Collaboration** – Stakeholders function in an environment of interdependence.
- **Conscience** – Stakeholder actions incorporate respect, trust, and sense of service to one another.

3.2 Outreach Goals

The stakeholder engagement process for the Platform will allow for meaningful, two-way dialogue between constituencies across all levels of government and stakeholder groups. The Managing Partner will engage in proactive and strategic outreach and communications to Federal and non-Federal stakeholders to build trust and support for the Platform. The outreach effort will involve substantial consultation with stakeholders to

³ State Government of Victoria. Department of Sustainability and Environment. Victoria. Effective Engagement: Principles of Engagement. (<http://www.dpi.vic.gov.au/dse/wcmn203.nsf/childdocs/-0B996EB412EAB883CA2570360014F01A-3137435E18BF99A8CA25703600158265?open>)

reach a shared vision, develop a collaborative governance approach, and ensure that the Platform meets customer needs.

The Platform stakeholder outreach goals include:

- Fostering ongoing cooperation and community among stakeholders.
- Engaging stakeholders in developing strategies for Platform governance and partnerships.
- Proactively interacting with stakeholder associations to identify public venues and other opportunities to meet with and engage stakeholders.
- Identifying and meeting stakeholder requirements and business needs.
- Developing mechanisms to acknowledge, discuss, and respond to stakeholder concerns.
- Sharing success stories to empower stakeholders and encourage participation.
- Fully leveraging existing outreach tools, processes, and pathways within the interagency geospatial community (e.g., social media, user group meetings, annual conferences).
- Providing clarity for stakeholders on the role that the Platform can play within their organization(s), what problems the Platform is solving, how it will address those problems, and how groups/individuals may participate.

3.3 Strategies for Engaging Stakeholders

The Managing Partner must proactively strive to foster and promote an interactive relationship with stakeholders throughout the life of the Platform. As the Platform evolves, consulting with stakeholders and gathering their support will be critical to its long-term success. Through these relationships, the Managing Partner will be able to leverage the knowledge and experience of stakeholders to 1) determine which assets should be included in the Platform Portfolio; 2) learn about which assets are in development; and 3) gather insight into the future applications of Geospatial technology. In giving stakeholders the opportunity to express concerns, ask questions, and offer suggestions, the Managing Partner will not only improve the effectiveness of its strategies for successful Platform implementation, but will also identify potential risks and mitigation strategies. An example of the ongoing stakeholder engagement envisioned by this plan includes the interaction of stakeholders with the National Geospatial Advisory Committee (NGAC) Geospatial Platform Subcommittee.

In order to ensure clear lines of communication between stakeholder groups and the Managing Partner, the Plan proposes selecting representatives to serve as points of contact for each stakeholder group. These “Geospatial Platform Ambassadors,” further described in Section 3.4, will be representatives who can maintain regular contact with their stakeholder(s), serving as conduits for questions and concerns, and can share Platform communications with their stakeholder(s). Geospatial Platform Ambassadors should be committed to representing their stakeholder community of interest and the idea of the shared success of the Platform through collaborative participation. The Managing Partner will work with the ambassadors to identify opportunities to meet with specific stakeholder groups.

When developing new Platform assets or initiatives, the Managing Partner will 1) discuss Platform advancements with stakeholders; 2) consult with stakeholders; and 3) identify the communications tools used to spread the information about the initiative. All contact with stakeholders will be documented, and the

Managing Partner must make a good faith effort to address feedback and recommendations. The Stakeholder Outreach Log (Appendix B) allows for stakeholder outreach efforts to be logged and tracked over time.

The Managing Partner will also make use of the Stakeholder Interview Guide (Appendix D) upon identifying new stakeholders, or when launching new initiatives. The interview guide will allow the Managing Partner to gauge each stakeholder's level of awareness of and commitment to Platform efforts. The interview guide will also assist with the identification of potential barriers to the Platform's success.

3.4 Tools of Stakeholder Engagement

The following list of potential tools will be used in conducting engagement tasks and initiatives. The variety of tools demonstrates that there is no single method for involving stakeholders in the process. It may often be useful to combine tools in order to ensure that the flow of information is effective.

- **Focus Groups** – A focus group is a small, carefully selected, and representative sample of stakeholders convened to discuss and express opinions on an issue, idea, or concern. The benefits of utilizing a focus group to engage stakeholders include the development of group synergies and positive group think that encourage participants to volunteer more in-depth input and expound upon one another's ideas. Participants of focus groups may also be encouraged by the nonverbal actions of other participants, including posture and facial expressions, which can provide additional feedback and insight into the stakeholder's opinions. Additionally, focus groups allow for the directed inclusion of diverse stakeholder groups from a variety of backgrounds and perspectives, as well as adjustment and modification of discussion topics to better fit the interests of the group. The Platform has utilized focus groups from its earliest meetings, including sessions with Geo LoB work groups.
- **Interviews** – Interviews can be conducted in person, by phone, or through electronic media in situations where a limited representative sample of the larger stakeholder group is considered adequate. Interviews can assist in the gathering of specific feedback or in the evaluation of a specific initiative. Advantages to using interviews instead of other tools include flexibility in favor of interviewee interests, the ability to engage hard-to-reach groups, and the ability for in-depth exploration of a variety of themes and issues. Interviews can also be used to collect quantifiable information on issues and to measure the particular views, opinions, and attitudes of stakeholders to determine satisfaction levels and evaluate performance. To date the Platform has utilized interviews to perform a survey of common services required by the federal stakeholders, as well as to complete dataset walkthroughs.
- **Roundtables** – A roundtable is a conference session of stakeholders, held for the purposes of extensive discussion and exploration of critical problems and solutions. Stakeholders collectively design the conference agenda to discuss a specific strategy or initiative. These open discussions foment spontaneous interactions as stakeholders work together to exchange ideas and brainstorm problem solutions. In presenting their positions, stakeholders may present case studies or invite outside experts to present and lead discussions. Although a consensus may not be reached on every topic, and final decisions may not be the most preferable to all, decisions are often made using majority-rule agreements. Roundtables have been implemented during the development of the A-16 Supplemental Guidance and the development of data themes and associated datasets.

- **Work Group Representation** – Work groups provide a space in which subject matter experts (SMEs) and stakeholders, with differing areas and levels of knowledge, can be brought together for advanced discussions tied to specific tasks or goals of the Platform. Working as a group ensures that issues are acknowledged and well vetted; members benefit from and build off one another’s insights and strengths, while also increasing the motivation and accountability of individual participants. As forums for cooperation, participation, and consensus building, work groups allow for the representation of divergent stakeholder interests and views. Examples of work groups include FGDC standing bodies or committees, or working groups implemented as part of the GeoLoB.
- **Open Forums** – An open forum is any space that is made available for exchange of ideas and information. A forum can be called so that stakeholders can gather to get information about a specific issue, discuss controversies, or to air their concerns. An agenda or limited topical area is not necessary in an open forum. Forums allows stakeholders to have influence over their community, by giving them a voice in decisions. The use of IdeaScale through the Platform web site is a virtual open forum.
- **Ambassadors** – Geospatial Platform Ambassadors are members of the NGAC Intergovernmental Subcommittee who agree to act as representatives of the external stakeholder interests in their field. Serving as conduits of information, the representatives will listen to stakeholder concerns and input, relaying information between the Managing Partner and stakeholders. As referenced in section 3.3, these ambassadors will share the vision and strategy for implementing the Platform. They will explain the compelling rationale for the Platform and help obtain stakeholder feedback on its success, while also addressing the initiative’s impact on the stakeholders, thereby ensuring that communications about the Platform are clear, accurate, timely, and focused.
- **Social Media** – Social media tools are internet applications, based in Web 2.0 technology, that enable users to contribute, exchange, and modify one another’s content. The value of social media can be seen in its ability to expand brand awareness, by increasing the size of the community surrounding the Platform. Compared to more traditional options, social media will provide stakeholders with a faster way to connect with one another and share information. Social media tools can also be used as online crowd-sourcing mechanisms, providing centralized and accessible forums for ideas, document sharing, and editing. Tools can be designed to model the format of an open forum, as explained above, or targeted toward a specific stakeholder group, allowing for work on defined portions of the Platform. As the Platform’s reputation and stakeholder community grows, opportunities for increased collaboration, funding, and the expansion of offerings are likely to arise. Social media applications are an inexpensive way to engage audiences of varying size, location, and capabilities. The use of social media, such as Twitter, Wiki sites, and Facebook will also allow Platform stakeholders to respond to customer demands more efficiently, while reducing the cost and response time for outreach initiatives.
- **Webinars** – A webinar is an interactive, web-based seminar, presentation, training, or workshop that is transmitted over the internet. Webinars incorporate both the transmission of images and voice in real-time, as well as the sharing of documents, presentations, and applications in real-time. The flexibility of webinars allows stakeholders to hold meetings and complete initiatives without having to come together physically. Webinars may aid in reducing the costs of the Platform’s geographically dispersed governance structure, resulting in reduced travel expenses and increased initiative and

negotiation timetables. Additionally, webinars provide an accurate reporting reference, while allowing for clear and concise presentations. Webinars have been implemented regularly during the planning stages of the Platform and this practice will continue as part of this plan.

4. Communications: Sharing Activities

4.1 Communications Messaging

The Platform aims to provide valuable assets for use by all customers; therefore, Platform information needs to be effectively communicated to those audiences impacted by the initiative and those who have a role in its successful implementation. Communication encompasses the sharing of information and requires a system that both educates and informs. The style, degree of detail, and delivery vehicles (i.e., presentations, websites, newsletters, etc.) are all important considerations before a communication initiative begins. Accessible and rapid communication is vital to ensuring cooperation, stability, and continued facilitation of the messaging development process. Communications messaging incorporates the use of various technologies or communication channels as referenced in section 4.3. Communication messaging for the Platform should be tailored for each target audience and stakeholders should be informed of Platform activities on an ongoing basis. Regardless of the message and who is involved in communication formulation and distribution processes, there are five basic tenets of communication that must be followed for the communication process to be effective. Communications must be:

- **Timely** – Communications should occur in a logical sequence aligned with the various phases of the Platform development. Questions and issues should be responded to quickly and the distribution process should be rapid.
- **Accurate** – Communications must be reviewed carefully, including the checking of sources and content to ensure information is accurate. Providing incorrect information impacts the credibility of the source for future communications.
- **Complete** – Omitting vital information can be just as damaging as providing inaccurate information. It is important to anticipate follow on questions and concerns resulting from the communication.
- **Understandable and Concise** – Understanding the audience, including its state of mind, attitude, and level of understanding of the issues, is critical in developing the message. Failure to take this into consideration can lead to unnecessary irritation, confusion, rumors, and loss of credibility.
- **Consistent** – The basic “message” must be consistently conveyed. Great care is required to ensure that all “messengers” carry the same information.

4.2 Communication Goals

The Managing Partner will need to communicate with stakeholders on a regular and ongoing basis. Communications must address stakeholder information needs, and utilize efficient methods, and effective methods of information transfer.

The Platform communication goals are to:

- Explain the value of the Platform.
- Articulate the vision and strategy for implementing the Platform.
- Provide clear, accurate, timely, and focused communications about the Platform.
- Manage information communicated across all Platform initiatives in order to coordinate and ensure consistency of messaging.

4.3 Communication Channels

Effective communication is founded in the selection of an appropriate communication channel for the transmission of a message. Channel selection helps to ensure that the recipient of a message receives the transmission. When choosing a mode of communicating, the Managing Partner must determine the objective that the message is intended to accomplish. Selecting the incorrect channel when communicating a message can lead to inefficiencies and incomplete transmissions. Breakdowns in communication can lead to other more serious consequences for the Platform, including lapses in the completion of the initiative and running up against budget constraints. The following is a list of potential communications channels for Platform initiatives:

- Internet
- Video
- In-person presentations
- Print media
- Broadcast media
- E-mail
- Telephone
- Mail

4.4 Communication Tools

Various communication tools will be employed to promote activities related to the Platform. The appropriateness of the tool will impact the effectiveness of the communication. The nature of the information and target stakeholder group must be considered to ensure that appropriate communication vehicles are selected.

The following media are commonly used for communicating information to audience groups. A brief description and general guidelines for developing and disseminating communication are provided for each tool in Table 1.

Table 1: Communications Tools

Communication Tool	Description	Guidelines for development and dissemination
Official Letters / Formal Announcements	One-way communication tool typically used for making formal announcements to stakeholders.	Formatting options include a brief memo, email, or other written documents. Contents will provide background, intent, schedule of events, reasons for actions, affected parties, sources for additional information, and next steps; drafts and completed documents may be released by the FGDC or Managing Partner.
Presentation Meetings	One-way communication tool typically used for relaying status and progress updates to targeted stakeholders (e.g., NSGIC Conference, NACO briefing, etc.).	Contents may include recent news, updates from previous information, and schedule of events; generally scheduled by the Managing Partner.
Events/Conferences	Interactive communication tool typically used to educate stakeholders on specific topics (e.g., Federal and International GIS Users Conference).	Occurs in a presentation format (i.e., MS PowerPoint) that, depending on the topic, includes background, findings, methodology, objectives, conclusions, and next steps; prior to event briefings are scheduled and appropriate stakeholders invited. The Stakeholder Engagement Opportunity Log (Appendix A) should be updated.
Facilitated Working Sessions	Interactive communication tool typically used for gathering feedback and planning for change (e.g., A-16 data theme discussion).	Materials should include background on topics of discussion, working materials, and exercises; facilitated working sessions should be scheduled and appropriate stakeholders should be invited.
GeoPlatform.gov	Electronic communication tool typically used for posting information to be disseminated “Platform-wide” (i.e., periodic status and progress reports, FAQs, relevant links, news).	Content developed by the Managing Partner or the Partner Network, and approved by the Managing Partner.
Gov 2.0	Electronic communication tools that integrate technology, social interaction, and content creation through social media, cloud computing, and other emerging technologies (e.g., IdeaScale).	Links to any Gov 2.0 initiatives should be approved by the Managing Partner and monitored by the Managing Partner or the Partner Network.
Publications	Targeted submissions of	Content developed by the Managing

Communication Tool	Description	Guidelines for development and dissemination
	electronic and/or print journals articles in industry publications (e.g., ArcUser).	Partner, stakeholders and/or Partner Network. Approved by the Managing Partner prior to submission.
Press Releases	Targeted submissions of electronic and/or print media related to a specific Platform effort.	Content developed by the Managing Partner.
News Media	Solicited or unsolicited electronic and print media that spotlight Platform activities. (e.g., DOI press release)	The Managing Partner will track all media mentions and draft Press Releases as appropriate.

When developing the tools, purpose, and content of Platform projects, the Platform leadership should ensure the communications developed for each Platform project achieve the following:

- Share information about the Platform’s decisions, progress, and outcomes.
- Educate stakeholders about the initiative context and how the initiative’s changes and benefits will relate to them.
- Manage the expectations of those stakeholders impacted by the initiative.
- Provide messages that respond directly to known and unanticipated stakeholder information needs.
- Sustain initiative momentum.

All Platform tasks should be linked to a communications initiative whether the communication is restricted to internal distribution, or shared with all Platform stakeholders and customers. Table 2 below provides a tracking system for mapping tasks to communications requirements.

Table 2: Communication Requirements by Task

Tasks and Milestones			Communications			
Task	Start	Finish	Message	Target Audience	Delivery Method	Delivery Responsibility
	(date)	(date)				
	(date)	(date)				
	(date)	(date)				

5. Roles and Responsibilities

Outreach and Communications roles and responsibilities included in this Plan reflect an interim solution. The interim Managing Partner is the Department of the Interior (DOI) and the interim solution for the Intergovernmental Body is a NGAC Intergovernmental Subcommittee. These roles and responsibilities will remain flexible to encourage the efficient and effective implementation of the Platform, and its outreach and communications tasks. When the permanent Managing Partner is chosen and the Platform roles are more clearly defined, the roles and responsibilities included below will be modified to align with the long-term approach. Table 3 depicts Platform outreach and communications roles and responsibilities.

Table 3: Platform Communication Roles and Responsibilities

Entity	Roles and Responsibilities
Managing Partner	<ul style="list-style-type: none"> • Provide leadership for outreach and communications, utilizing a variety of channels with the ability to reach the greatest variety of stakeholders. • Remain informed of internal and external planned and ongoing initiatives and their relationship to key Platform milestones. • Develop key messages. • Coordinate outreach and communications efforts with all stakeholders including responses to stakeholder inquiries and feedback. • Conduct proactive and strategic outreach with all stakeholders. • Authorize, review, finalize, approve, and distribute outreach and communications materials. • Acquire and maintain understanding of regional/local stakeholder concerns and information needs through informal/formal means (e.g., phone calls, meetings, forums). • Update and maintain the Platform website (www.geoplatform.gov).
Intergovernmental Body	<ul style="list-style-type: none"> • Act as Geospatial Platform Ambassadors. • Maintain stakeholder distribution lists, as Geospatial Platform Ambassadors. • Identify and engage non-Federal stakeholders. • Share information within and across stakeholder groups. • Collect information, advice, and feedback from stakeholder groups. • Assist in development of national and regional/local key messages and content. • Support distribution of outreach and communications materials. • Support scheduling of stakeholder outreach sessions. • Generate formal and informal communication inquiries. • Assist in identifying and validating unique stakeholder information needs. • Track local and regional stakeholder comments/concerns.

Geospatial Platform Outreach and Communications Plan

Entity	Roles and Responsibilities
Senior Agency Officials for Geospatial Information (SAOGI)	<ul style="list-style-type: none"> • Engage Federal agency stakeholders. • Share information within and across Federal agencies. • Remain informed of planned and ongoing initiatives and their relationship to key milestones. • Gain support from other Federal stakeholders for Platform related initiatives. • Create and welcome opportunities to listen to the ideas, feedback, and issues raised by Federal agency stakeholders.
FGDC Executive Committee	<ul style="list-style-type: none"> • Identify subject matter experts (SMEs) to support the Managing Partner in outreach and communications. • Act as Executive Champion regarding the completion of project tasks, the designation of resources to project tasks, and the promotion of the Platform at the executive level.
FGDC Coordination Group	<ul style="list-style-type: none"> • Identify SMEs to support the Managing Partner in outreach and communications. • Provide SME support to the Managing Partner, including but not limited to: <ul style="list-style-type: none"> ○ Collaborate in the development of key national messages and content. ○ Maintain standard Platform communications content. ○ Provide input on Platform website design, format, and content. ○ Provide communications guidance to regional/local offices. ○ Collaborate in the development of key national messages and content. ○ Support the development of Platform-specific key messages and content. ○ Release standard Platform communications content with DOI concurrence. ○ Assist with response to media inquiries as requested.
Office of Management and Budget	<ul style="list-style-type: none"> • Approve and distribute, as appropriate, policies and guidance developed by the Platform. • Remain informed of planned and ongoing Platform initiatives and milestones.

6. Performance Goals

The performance of outreach and communications under the guidance of this Plan and subsequent Implementation Plans will be measured to ensure that outreach and communications goals, as referenced in section 4.2, are met. Each year, the Managing Partner will develop an Outreach and Communications Implementation Plan that aligns with that year's Platform tasks. Annual Outreach and Communications Implementation documents will include performance measures specifically related to the year's tasks. These performance measures will be rolled up into an overall Platform Performance Plan.

Preliminary issues under consideration for outreach and communications performance measurement include:

Operational Performance Issues

- Identification of appropriate stakeholder(s).
- Increased responsiveness of sending stakeholders to needed changes in communications.
- Clear identification of and attention to recipient stakeholders.
- Availability of appropriate outreach and communications resources.
- Review of communications channels and tools selection criteria.
- Identification of opportunities for collaboration around or consolidation of messaging.
- Review of information priorities and transmission selection process.

Customer Service Performance Issues

- Confirmation that relevant stakeholders receive messaging.
- Number of stakeholders with ongoing outreach and communications needs.
- Ease-of-use of communications or outreach tools (i.e. focus groups, interviews, etc.).
- Number of comments received from customer feedback mechanisms.

Governance and Compliance Issues

- Stakeholder participation.
- Stakeholder performance in implementing roles and responsibilities.

- Rate of stakeholder compliance with rules of engagement.
- Stakeholder usage of key components of communications.

7. Risks and Mitigation Strategies

The Platform faces many risks that can potentially make communication with stakeholders more difficult and/or less effective. The primary communication risks are described below in Table 4 with suggested techniques to minimize the impact of each barrier.

Table 4: Platform Risks and Mitigation Strategies

Risk	Mitigation Strategy
<p>Multiple functional and programmatic communities present conflicting interests, or overlapping responsibilities in geospatial activities and investments within Federal agencies.</p>	<ul style="list-style-type: none"> • Request that agencies identify the group(s) responsible for data creation, maintenance, and delivery. • Broadcast new efforts regarding geospatial data/tool development within agency to avoid repetition. • Share data/tools with similar group/ division in another agency. • Allow Ambassadors to vote on areas of conflict as representatives of their their stakeholder communities.
<p>Communications content and techniques are not effective with the different communities.</p>	<ul style="list-style-type: none"> • Collaborate with other agencies on the development of geospatial data/tools that appeal to all stakeholders. • Create outreach program to allow agencies to provide a variety of datasets to meet different stakeholder needs.
<p>Decision makers are geographically dispersed across agency Headquarters, Regional, and Field offices.</p>	<ul style="list-style-type: none"> • Consider regional requirements for data/tools when developing Platform implementation plans /policy. • Identify critical geospatial policy needs/ mandates and match them with the regional and field office geospatial needs. • Address problems and issues for regional and field offices at agency Headquarters when formulating a geospatial strategy. • Utilize web forums to provide dispersed stakeholders with a means for face-to-face interaction and participation.
<p>Geospatial jargon can be confusing for inexperienced users and inconsistent use of terminology can create confusion.</p>	<ul style="list-style-type: none"> • Assist program managers who are not geospatially inclined in developing geo-enabled data, which will add value to their programs. • Conduct introductory training on geospatial concepts to agencies beginning their geospatial data lifecycle implementation. • Promote understanding among policy makers of the intrinsic value of geo-enabled data for addressing their policy needs. • Create glossaries and user guides that define Geospatial jargon in simplified or “layman’s” terms.

Risk	Mitigation Strategy
<p>Lack of clear and consistent understanding about the purpose of the Platform.</p>	<ul style="list-style-type: none"> • Communicate successes around the Platform milestones and how they have positively affected Federal agencies. • Provide information bulletins about Platform information to Chief Information Officers and program managers of Federal agencies. • Assist Federal agencies in establishing a process to share geospatial data. • Develop FAQ documents to clarify the basic intent, purpose, and examples of problems to be addressed by the Platform.
<p>Diversity of geospatial user community diversity will make it difficult to reach multiple groups using a single approach.</p>	<ul style="list-style-type: none"> • Use commercial geospatial industry portals to announce the deployment of new tools/datasets. • Maximize use of Federal geospatial portals' geodata and open GIS websites. • Submit articles and press releases to bulletins.
<p>Stakeholders not involved in implementation process do not feel included or that their inputs are incorporated.</p>	<ul style="list-style-type: none"> • Consistently reach out to and engage with agencies at all levels to ensure that all opinions and voices are heard. • Communicate reasons that proposed ideas and requests are not incorporated into the Platform to the stakeholder community. • Provide opportunities for new stakeholders to contribute to the implementation process.
<p>Reactive implementation of outreach and communications tasks.</p>	<ul style="list-style-type: none"> • Reach out to and engage with agencies at all levels to ensure that opportunities are not missed. • Communicate ideas and successes with other Geospatial projects. • Proactively engage external stakeholders.

8. Updates and Changes

Prior to usage, this plan should be validated for accuracy and comprehensiveness through a dialogue with a representative sample of the FGDC members who will execute the strategy and benefit from the information delivered. Once this plan is validated, it should be considered a complete document. To provide tactical direction for implementation and future changes, Outreach and Communications Implementation Plans should be developed on an annual basis. As a living document that provides a high-level strategy over a long-term time horizon, this Outreach and Communications Plan should be updated, when appropriate, as the Platform develops.

Appendix A. Sample Stakeholder Engagement Opportunity Log

Opportunity	Date	Point of Contact	Email	Phone	Platform Representative	Email	Phone

Appendix B. Appendix B: Stakeholder Outreach Log

Activity	Purpose	Stakeholder(s)	Platform Liaison	Communication Tool	Stakeholder Feedback	Addressed (Yes/No)	Platform Response	Date of Response

Appendix C. Sample Stakeholder Contact List

Classification*	Organization	Affiliation	Organizational Point of Contact	Email	Phone	Platform Point of Contact	Email	Phone

*Classifications include Federal Government, State Government, Tribal Government, local, or regional government, Academia, Non-Profit or Private Sector.

Appendix D. Stakeholder Interview Guide

1. Background Questions
 - a. What are the major issues facing your organization? Over the next quarter? One to two years?
 - b. What has your role been on the Geospatial Platform (Platform)?
2. Level of Awareness
 - a. What have you heard about the Platform and its objectives?
 - b. How do you think the Platform will affect your mission or organizational responsibilities?
 - c. How have you been receiving information about the Platform initiative?
3. Level of Commitment
 - a. How important is this initiative to your success and the success of your mission?
 - b. What benefits do you expect from the Platform implementation?
 - c. What ongoing role would you like to have in shaping the implementation of the Platform?
4. Blockers / Supporters / Enablers / Barriers
 - a. In your opinion, what will it take for implementation of the Platform to succeed? Describe the most recent successful initiative of this magnitude that you are aware of and the factors that made it a success.
 - b. What do you think will be the biggest obstacle to the implementation of the Platform? Describe the most recent, least successful initiative of this magnitude that you are aware of and what could have been done differently.
5. Wrap-up
 - a. Do you have any questions about anything related to Platform?
 - b. Do you have any suggestions about others with whom we may want to speak?
 - c. If need be, would you be open to having another brief discussion about the topics covered today?