

TOWN OF BEDFORD
June 6, 2023
BEDFORD FACILITIES INFORMATION & COMMUNICATIONS SUBCOMMITTEE
MEETING MINUTES

A meeting of the Bedford Facilities Information & Communications Subcommittee was held on Tuesday, June 6, 2023 at the Police Training Conference Room, Safety Complex, 55 Constitution Drive, Bedford, NH. Present were: Robert Buxton, Joseph Hoebeke, Ray Lessard, Sue Mullen, and Peter Stillman. Also present: Dave Gilbert (Town Council Rep), Sue Thomas (Town Council Rep), Rick Sawyer (Town Manager), Jeanne Walker (Assistant Town Manager), Coleen Richardson (BCTV, Asst. Station Manager), Bill Jean (Fulcrum Associates) and Kathleen Porter (Lavallee Brensinger Architects).

The meeting was called to order at 5:06 pm.

1. Approval of May 2, 2023 meeting minutes: Ray Lessard made a motion to approve the meeting minutes and Sue Mullen seconded. Minutes approved.
2. The Town Councilors were asked for a clarification on the will of the Council. There is one new member on the Board but previously, the Council agreed on the need for a new facility. However, there was some concern regarding the overall cost of a new facility.
3. A review of the Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis was provided. All answers that were provided were compiled and was distributed to all members. Upon review, it was noted that many answers could be grouped into similar categories. An executive summary of answers should be generated.
4. Status of property at 300 South River Road – Sale has been finalized. The Committee was asked if they would like to issue the press release regarding the purchase of the property. It was decided that the first announcement should come from the Town itself and announce the purchase of the property and the establishment of the Facilities Information and Communications Committee. This should be followed by a second press release detailing the site tour of the property by the Town Council and Information Committee (Site visit to occur on June 13 at 5:00 pm). A third press release should then be issued after conceptual approval (possibly at the July Town Council Meeting). Press releases should include why this is being done and reference to the Town website for more details.
5. Discussion on the need for a detailed communication plan and schedule. There should be a mission statement generated and it should detail who is developing the website and who is doing the work.
6. Kathleen Porter explained that the process needs doers – the content should come from the group. There should be a webpage on the Town's website that contains factual information and frequently asked questions. LBA is available to create the graphical side of flyers and distribution material. She asked about budget for printing/postage.

7. It was decided to create two subcommittees: one for frequently asked questions and one detailing/distilling the need – defining why a new facility is needed.
8. Frequently asked questions subcommittee consists of Sue Mullen, Ray Lessard, Peter Stillman and Jeanne Walker. They will meet on Thursday, June 7 at 9:00 am via Zoom.
9. The other committee on the need consists of Joe Hoebeke, Rob Buxton and Dave Gilbert. They will meet next week.
10. There was a discussion regarding additional members of the Committee. It was decided to have Rick Sawyer send a message to the School Board and see if someone would be willing to volunteer to attend our meetings.
11. The next meeting is scheduled for June 27, 2023 at 5:00 pm

The meeting was adjourned at 6:19 pm.

Respectfully submitted,
Jeanne Walker, Assistant Town Manager

Town of Bedford
Public Safety Building
Facilities Information and Communications Committee
June 6, 2023, 5:00 pm

- 1) Call to Order
- 2) Approval of May 2, 2023 meeting minutes
- 3) Review of SWOT Analysis
- 4) Communication Plan and sub-committees
 - a) Social Media
 - b) In-person
 - Logistics/coordination
 - c) BCTV/WBNH
 - d) Website
- 5) Communications Plan Schedule
- 6) Schedule Committee Meeting

Target Dates

- a) October 2023 Submittal of Town Manager's Budget
- b) January 2024 Budget Hearing
- c) March 2024 Warrant

June 6, 2023

Facilities Information and Communications Committee Meeting

Please sign in:

Initials	Name	Phone Number	Email
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	Sue Mullen	(603) 315-8615	suemullennh@gmail.com
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	Kathleen Porter	(603) 365-2771	Kathleen.Porter@LBPA.com

STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS

What are our strengths?

Having the best interest of the residents in mind concerning their safety & wellbeing

Having the Town Council & Committee on the supporting the plan

Committee commitment & experience

Having the property secured

We are a vibrant community that has experienced much growth.

People want to live and work in Bedford.

We have already purchased the land.

Existing spaces will continue to be used for the community's benefit.

The project will bring us into compliance with federal and state regulations.

There will be improved efficiency in emergency response services along the South River Road corridor, where we need them the most.

We have a list of what went wrong last time. (Do we? Is it complete?) And as a result, what we would do differently(?)

No competing projects

Experience / lessons learned from other similar projects of arch firm.

More ideas from more people and a more purposeful attack on the project – e.g., via this committee.

Can point to formal national standards that matter, how we fail to meet them and why it matters.

Both Chiefs can make credible cases - better than in the past – more experience, can press the need with greater urgency (and documentation)

We are a diverse group with varied backgrounds. After 44 years in banking, I feel I bring the finance part to this puzzle. I financed numerous real estate projects over the years with the goal of making the project financially successful. In this scenario, my goal would be to make certain that the numbers make sense as far as the taxpayers are concerned.

Town owned Property already exists

Bedford's Rapid Growth

Improved Response Times

Town Wide Safety Services and Infrastructure Support

Town Image

We are a new group, no baggage.

Lots of Energy and varied experiences and background

Committee members know many different people/voters in town

Town has purchased land to support the building of a public safety facility.
Public Safety Complex Committee is comprised of a diverse group of committed individuals.
Support from members of the governing body and Town officials.
Articulate and thoughtful analysis on the need for a new public safety complex, which includes data relative to call volumes, space needs, etc.
Supportive community with sufficient funding mechanisms.

What are our weaknesses?

Getting the message out to our audience (voters/influencers/local groups)
Justifying the need for this project

The community has historically been reluctant to spend the money to do this type of project.
We do not have a centralized form of communication, other than BCTV.
This does not improve service to western Bedford.
In addition to the new facility, the town will need to fund additional staff.

A dearth of detailed successes and failures from other locales and as a result a void in the what-to-dos and what-not-to-dos.

We need those who've done this before (not just Exeter or any other single town) to tell us what works and what doesn't.

Lack of definition of role (for me at least) of our paid consultants – what are we to expect, what's in the contract, where do we need to supplement, etc. (Hold our paid contractors accountable for the most thorough and best possible effort). We hired "experts" let's ensure we get comprehensive and expert advice in this part of the process (not just the design) – meaning – tested, tried and true.

This is especially important given that most of us are volunteering while we have other jobs and responsibilities.

We are selling 2 projects – split interests – a "no" vote may kill both when someone is only opposed to one (can we split the project?)

Not enough of an idea / reading on the current, random opinions of the citizens. We are at risk for believing our own truths, aka misconceptions, about what most people think they need, what they believe, what they want. And of course, we don't know what we don't know. (Sorry, had to say it.)

Not enough solid counter arguments (yet) to what we know are existing objections / reasons to reject the project (without much thought!).

Every failure / issue identified by each Chief must have a response – in detail to the "so what" which we will hear from many. While the Chiefs can express that clearly, we must re-author those replies.

Possibly too many committee members?

Need more specific tasks and outcomes for each meeting.

Unclear as to how to give the voters reasons to support without costing some credibility, e.g., we mix adults and juveniles, etc. Yes, bad. But, has anything ever really come of it? Or how do explain that the Chief and his troops have done such a good job of keeping the lid on and no, he can't keep that up forever? How do we prove that?

Most residents think that the current Safety Complex is adequate for our overall needs. To realign their perspective will not be easily accomplished. It will take major efforts on the part of the entire committee.

Overcoming the Want vs Needs challenge

Cost and Interest Rates

Competing Against the School District's Projects and Budget

The "Just Say No" voters

The BTA and TQE

Potential for tunnel vision – we see it but has it been explained properly.

Asking for a lot of money.

Lack of awareness by the voters on the overall need for a public safety facility. Most residents only concern themselves with the availability of first responders when they need them. As we know, the success of a public safety agency is often times predicated on the facilities in which they operate.

There could also be a lack of support from important voters and the governing body on the funding of a multi-million-dollar project. This is especially true if there is an economic downturn in the coming months.

What opportunities exist in the next 10 months?

Communicating a clear & concise presentation, with a presentation with drawings, costs, etc. to our audience

Answering questions to prove to our audience that this is necessary for the town

Identify community leaders who support the initiative.

Develop and distribute mailers outlining the need and specifics of the project.

Develop a media presentation to be used when speaking to community-based groups.

Identify, contact and book community groups that provide an audience.

Develop a social media campaign.

Utilize BCTV/radio for community info presentations.

Develop a website.

Do more research, collect more citizen specific info

Learn from past failures

Ideas listed may be completely new to the process (as compared to what was attempted before), - maybe not

Learn what people think now before we dive in

Research to determine the best time to mount each effort – when are the wrong times to initiate what specific aspects of the plan we develop?

Setting up small teams, within the Committee, to meet with as many local organizations as possible to get the word out on why this project is a "need, not a want" situation.

Creating a marketing package using print, online and video messaging to promote and justify the need. BCTV (PSAs featuring community members who support project), full shows with safety personnel; A "Go Bag Marketing Kit", Town Mailings. Facility Crowding

Identify potential opposition groups and meet with the influencers to educate them to get their input. Make them feel part of the plan.

Educate known leaders in the community and make them part of the positive solution message.

Chance to distribute information at a lot of different venues: Police/Fire Open House (Fall), at Transfer Station, Town Pool, Town Buildings, Concerts in the Park.

The ability to provide education to the voters on the importance of this project.

The ability to partner with key community organizations and stakeholders so we can enhance outreach to the voters prior to any vote on the matter.

The ability to develop a thoughtful and comprehensive strategic communications plan that is concise and targeted.

What threats exist in the next 10 months?

Making sure our presentation is strong enough to support the project or our audience

Some committee member(s) may not be on board about our objective

A portion of the public not supporting the plan due to not wanting to spend the money or they do not see the need

Misinformation

Anti-project efforts

Dwindling committee

Not enough time

Waning interest and support of committee members

Budget limits

Economic changes / other issues both from within and external to our town that will impact voter emotion

Failing to dig deeply into the experiences of other similar projects.

Simply reinventing the wheel - too costly.

Believing that others will accept what seems to us to be undeniable logic and truth.

Believing our own "lies". (No we're not lying. You know what I mean.)

Not identifying and learning more from stakeholders, first, to identify the land mines before we trip on them.

Not offering enough tangible proof for our claims

Forming premature conclusions

Not being able to penetrate these organizations in a timely manner.

Interest Rates continue to go up.

We don't receive support from key influencers; individual as well as groups.

School District

Negative misinformation

Losing momentum

Procrastination

Loud opposition with better outreach

Increasing Construction costs

An economic downturn.

A reduction in support from key officials and the governing body.

As time continues to pass, we may also see a reduction in interest from Committee members. There needs to be consensus in the group as to our objective, and that is to inform the voters why this project is important. The time to debate the location of the facility has come and gone as we have been provided with clear direction from the governing body.

PRIORITY AUDIENCES

Choose five groups to focus on for the strategic communications plan. Indicate how they are important to our work and the desired action you would like them to take.

Audience	Why Are They Important to Us?	Desired Action
Example: NPO	Provides coordination with similar projects around our mission. Identifies resource needs and develops standard language on our site.	
1. Voters	They are the target group who will decide on spending taxpayer \$ on the project	Develop a presentation to sell the project and it's benefits to the voters. Use all media- BCTV/WBNH/Social Media/Bedford Bulletin/Greet Bedford/Direct mailings/Committee sponsored Info meetings/Post flyers at Town Office, Transfer Station, Pool, etc.
2. Local groups BMC BWC Rotary Lions	Influencers	Same
3. Local Special Political Interests TQE-Taxpayers for Quality Education (Bill Greiner) BTA-Bedford Taxpayers Association (Joleen Worden) BRA-Bedford Residents Association (Jane Aitken)	Influencers	Same
4. Facebook groups Bringing Bedford Together Bedford NH Community group Bedford Dads Bedford Moms	Influencers	Same

Strategic Communications Plan Template - Master

5. Town Council	Spearheads the need for this as a community initiative, provides info through meetings, print materials, local tv, presentations, updates, etc...and provide resources to get the job done.	
6. Police and Fire Leadership	Serve as a resource in developing all materials. Participate in all presentations to answer questions. Present as a united front in needing BOTH police and fire expansion.	
7. Town Manager and Staff	Continue to coordinate communication between dedicated parties, provide resources to get the job done.	
8. Tech Support/Media Development	Develop website. Develop Social Media page and ads. Develop presentations to be used. Design and develop mailers, signs, etc.	
9. Social and Service Groups	Provide an audience, identify pro-project community members, spread the word.	
10. Visible Community "Influencers"		Identify the group – by individuals. Identify people on our committee with useful relationships Using personal knowledge of the target wherever possible, Identify the likely response of each (pro / con). Draft a question list to probe their positions. Anticipate their likely questions and replies.
11. Those with Known Power who operate behind the scenes		Identify the group – by individuals. Identify people on our committee with useful relationships

Strategic Communications Plan Template - Master

		<p>Using personal knowledge of the target wherever possible, Identify the likely response of each (pro / con). Draft a question list to probe their positions. Anticipate their likely questions and replies.</p>
<p>12. Those who vote "Most"</p>		<p>Identify them. Some (many?) of the citizenry could not care less about this or any issue or need (yes, a rash assumption) and may rarely vote. Others may vote more often, and may be well or ill-informed. Identify using voter registration or other data from the likely source, blocks of registered voters who actually vote. (Can we do this?) Build a list of names and addresses. Yes, get the info out to all, but invest more time and effort in those who are proven voters.</p>
<p>13. Long Term Residents, Retirees and Those Most Likely to Oppose (e.g., Bedford Taxpayers Assoc., etc.)</p>		<p>This group has an established presence and in the case of retirees, they are a growing demographic, with potentially greater influence and the obvious concerns – pathologic inflation and concurrent portfolio and social security risk. Use town demographic data by residence, membership lists in opposing organizations (e.g., Bedford Taxpayers – is this legal? If not, pass of course) as well as other organizations, Assisted living facilities, etc. with a greater proportion of "senior" membership.</p>
<p>14. Visible Business Leaders and Those with a large enough employee base which they can potentially influence</p>		<p>This is an opportunity to secure leverage / greater influence on others through an effective contact with a business leader. Identify screening</p>

Strategic Communications Plan Template - Master

		<p>criteria (revenue, number of employees, location (score points on fire substation), known ally, known opponent, etc.</p> <p>Determine if this concept is even valid – with the target individual. For example, this approach assumes that many / most of the employee base resides in Bedford, which may not be the case.</p>
15. Those with Children		Potentially supplement all other efforts with the voices of children.
16.BTA	Traditionally Negative on Town Investments	
17.TQE	Will support School Investments and not a supporter of town infrastructure projects.	
18.School Board	They have an excellent procedure to communicate with parents. Their support would truly make this a Full Town supported project	
19. Public Groups – BTA, TQE, Bedford Women’s Club, Bedford Men’s Club	Very vocal	Like them to come out in support of warrant article
20. Service Organizations – Rotary, Elks, Scouting Groups		To be knowledgeable about need for a new station
21. School Groups – PTA, neighborhood meetings		Get the word out. Tell neighbors, people in line at grocery store, friends.
22. Attendees at Town functions – Town Council meetings, Transfer Station, Town Pool, Town Concerts, CUB Days		Inform and energize
23. Technology Groups – BCTV, WBNH, Facebook, Twitter, Town Web site		Get in weeds, provide details, motivate people to vote. Provide understanding of need.

24. Key Voter groups.	Allows us to clearly articulate the need for this facility and gain their support. There is no doubt that these groups have strong influence over voters.	Hold meetings with key groups and have a concise handout of sorts to disseminate to them.
25. School Board Members/PTO Groups	There is no doubt that there are higher levels of involvement from parents/residents with educational matters.	Involve a member of the School Board or PTO in the work of this Committee. Coordinate and hold individual meetings with these groups to communicate the importance of this project.
26. Community stakeholders and residents.	These individuals are the entities who will vote to approve the project.	Provide information sessions to members of the public on this project. We need to be sure these are carefully coordinated and planned events that are directed in terms of scope.
27. Key business owners.	As we know, local businesses play an important role within communities. They have the ability to disseminate information and influence voters.	Identify key business entities operating within the Town and hold an informational meeting with them.
28. Labor Unions	Labor unions are important as their members can also help educate voters on the importance of this project.	Hold an information meeting with Labor Unions operating within the Town (those impacted by the project).

COMMUNICATIONS OBJECTIVES

Remember that communications objectives focus on changing specific knowledge, attitudes, or behaviors in the audience. Communications objectives have action verbs (e.g., educate, teach, inform, provide, conduct, enlist, mobilize, discuss, promote, build consensus).

Communications Objective 1

Target Audience: Voters

Select One: Inform Engage Motivate Maintain

Desired Action: Strategize and agree on the message we want to present to our audience. What is the need & why?

Target Date: July

State Objective: Have the message and its major talking points determined to begin developing presentation

Communications Objective 2

Target Audience: Voters

Select One: Inform Engage Motivate Maintain

Desired Action: Develop the presentation packages to disseminate to our audience in all forms of media

Target Date: August

State Objective: Complete presentation/information packages to use in all media types (In person, on line, TV, Radio, etc.)

Communications Objective 3

Target Audience: Voters

Select One: Inform Engage Motivate Maintain

Desired Action: Develop a plan & begin to present to our target audience in all forms of media

Target Date: August

State Objective: Set up and present at Information sessions, present to groups, put message out on all social media platforms. Spread the word!

Communications Objective 4

Target Audience:

Select One: X Inform Engage Motivate Maintain

Desired Action: Develop the Media Platform

Target Date: Now through March

State Objective: Develop the website and social media vehicles to be used, clarify local media efforts, create the media presentation to be used at speaking engagements, design the print material to be distributed to house holds, design and order signs.

Communications Objective 5

Target Audience:

Select One: Inform Engage Motivate Maintain

Desired Action: Meet with every organization that will let us in!

Target Date: Sept-March

State Objective: Contact and set up meeting dates to meet with community organizations

Communications Objective 6

Target Audience: Visible Community “Influencers and Those with Known Power Who Operate Behind the Scenes

Select One: Inform Engage Motivate Maintain

Desired Action:

Message: - Draft replies – Draft the intro and setup, those which are likely to address naysayers and those which are likely to encourage supporters. Replies should be developed with stats, hard facts, content that will persuade if not at least raise questions / cause reasonable doubt in the mind of a naysayer, given our knowledge of their likely positions. And the content developed in anticipation of their questions and objections

Face to Face - Book one on one meetings. (Lunch? Coffee? At our expense? Budget for this)

Leave well-developed, persuasive handout, website info, personal contact info, etc.

Ask for their personal experiences that may support or refute our plan. Document all.

Follow up - thank you email / letter, restating the points they made, supporting or clarifying / offering proofs.

Follow up again at some appropriate time

IMPORTANT – This is an important group. Therefore, do this in increments. For example, if we identify 10 players, do not hit them all at once. Do one at a time, regroup, debrief and adjust as necessary.

Target Date:

Consider this the first group to engage – before others, to help get a reading and set the stage for a more effective / more accurate set of follow up steps.

Or – consider this the last group to engage, but only if a broad, successful effort has been mounted – thereby making potential tougher for the powerful naysayers to hold their ground.

State Objective: Persuade and enlighten naysayers. Build credibility with objective facts and data and analogies (critical). Garner / shore up support from those who appear to be cheerleaders. Build a role for them.

Communications Objective 7

Target Audience: Those Who Vote "Most"

Select One: Inform Engage Motivate Maintain

Desired Action:

Target Date: • After Target One activity above.

State Objective:

Similar to objective and actions with Target Group 6 (and to some degree all of my suggested Target Groups), be prepared with an anticipated list of objections, properly crafted replies, evidence, analogies, proofs, data.

Message: Draft the intro and setup, those which are likely to address naysayers and those which are likely to encourage supporters. Replies should be developed with stats, hard facts, content that will persuade if not at least raise questions / cause reasonable doubt in the mind of a naysayer, given our knowledge of their likely positions. And the content developed in anticipation of their questions and objections

Face to Face – Start by doing targeted door to door meetings.

a. Select small clusters of homes where most voter activity is targeted. These people will spread the word to their neighbors.

b. Consider having a properly selected and "trained" (in this effort) uniformed police officer accompany a member of the committee. The same (split the work) with a uniformed firefighter.

c. Officers / Firefighters and committee member each has a role / script.

Ask for their personal experiences that may support or refute our plan. Document all.

a. Allow a budgeted fixed time for engagement.

b. Leave printed materials, guidance to website, etc.

c. Collect any of their anecdotes.

d. Leave info and a letter behind if no door replies / no engagement

e. Debrief with committee – adjust actions as necessary

Mass mail – (hand delivered or USPS mailed)? Saturate these high voter activity neighborhoods with hard-hitting docs, contact info etc. Do this before the face to face – announcing we will be coming – minimize the scare and encourage the opening of doors. Need some polite, warm and fuzzy language here. And mail again sometime after all homes were hit with visits.

IMPORTANT - Get phone numbers and ask if OK to call with feedback and additional thoughts / concerns at some time in the future – BUT well before the vote.

Communications Objective 8

Target Audience: Long Term Residents, Retirees and Those Most Likely to Oppose (e.g., Bedford Taxpayers Assoc., etc.)

Select One: Inform Engage Motivate Maintain

Desired Action:

Target Date: • Engage after the 2 groups above. Why? To have at least some base of support potentially established and to have more info to better tailor a message to this hardened group of resisters.

State Objective:

Similar to objective and actions above, be prepared with an anticipated list of objections, properly crafted replies, evidence, analogies, proofs, data. However, secure research on the topics of their greatest concern. Research issues on inflation, upcoming social security changes, existing history and detail of tax increase in our town and state, etc. Be armed to answer why now, spending more is better. (Obviously this is a universal concern and must be addressed for all – but this group requires greater attention.

We must be prepared for an accurate projected tax increase as well as operating budget increases.

- o Some will have difficulty accepting the pitch that annual operating expenses (and even capital expenses) will not increase as a function of expanded space. I lived that scenario in running hospitals and other facilities.

- o I believe that it would somewhat dangerous and cost us credibility if we deny that there is even some likelihood of this outcome

- o Again – this action / proof applies to all groups – we should all be armed with this and communicate it effectively as a likely cornerstone of the effort.

Face to Face: meetings with selected residents and groups. And as above always a team – uniforms, committee members, town councilors, etc.

- a. The message may have to be simpler, easier to understand, more bulleted.
- b. This group may require more anecdotes, pictures, etc. so maybe a “senior citizens version” of the materials we produce? Or at least a slightly different dance in meetings.

Communications Objective 9

Target Audience: Visible Business Leaders and Those with a Large Enough Employee Base Which They Can Potentially Influence

Select One: Inform Engage Motivate Maintain

Desired Action:

Target Date: Lockstep after Group 6 but could be an effort concurrent with others.

State Objective: Similar to the approach used with Target Group 6 (Influencers) – see above. Won't restate it all here.

Message: However, this may be a more sophisticated group. The message may have to be more data-heavy, more in depth analogies, etc.

Face to face: Of course. Similar to Influencers group approach – scheduled one on one meetings, lunch, etc.

Discuss how they see their role in influencing others – once they appear to buy in.

Communications Objective 10

Target Audience: Those with Children (and Schools)

Select One: Inform Engage Motivate Maintain

Desired Action: Potentially supplement all other efforts with the voices of children.

Target Date: Possibly last. May be the weakest audience in terms of influence

State Objective: Engage to get them excited about the project, encourage discussion with parents, etc.

Maybe show a child-specific video with supplemental presentation by School Resource Officers and Firefighters.

Presentation to PTA

Face to face with Principals

Communications Objective 11

Target Audience: Bedford Men's Club, local Knights of Columbus, Church groups, hospital administrations, nursing home administrations.

Select One: Inform Engage Motivate Maintain

Desired Action:

Target Date:

State Objective: The message is clear, in that the safety of our community is a priority and has diminished over the years due to the growth of the town.

Communications Objective 12

Target Audience:

Select One: Inform Engage Motivate Maintain

Desired Action:

Target Date: June/July

State Objective: Create a flyer to provide detailed information on proposed facility – explain the need. Can be distributed at all sorts of public venues, posted on website.

Communications Objective 13

Target Audience: Bedford Voters

Select One: Inform Engage Motivate Maintain

Desired Action: Publish article in Greet Bedford

Target Date: October

State Objective: Explain need to residents, re-direct them to website for more information

Communications Objective 14

Target Audience:

Select One: Inform Engage Motivate Maintain

Desired Action:

Produce information handouts/flyer for residents and disseminate. This can be done through mailings, handouts when people register their vehicles or pay their taxes, and through use on social media.

Target Date:

September 1, 2023.

State Objective:

Widespread dissemination of information relative to the importance of this project to community members and stakeholders.

Communications Objective 15

Target Audience:

Select One: Inform Engage Motivate Maintain

Desired Action:

Coordinate and hold meetings with key stakeholder groups in Town. This includes civic organizations, PTO groups, school board members, etc.

Target Date:

August 2023.

State Objective:

Facilitate a target informational meeting and discussion on this project.

Apply the **SMART** test. Are your communications objectives:

Smart? Measurable? Appropriate? Realistic? Time-bound?

TAILOR MESSAGES

Persuasive Messages

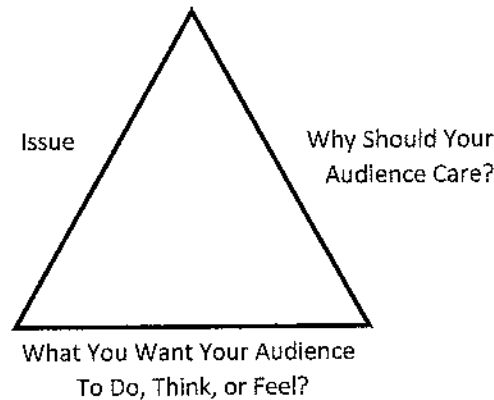
Create a message for each of your priority audiences. It should have three parts. It should identify the issue and desired change, make it relevant to the audience, and provide an action step that the audience can take. Write your message as a complete sentence or two. Try to use the most persuasive language and use the word "you" at least once.

Target Audience: Voters

Target Audience: Community Based Organizations

Desired Change: Voters vote for the Warrant Article

Desired Change: Build the new Police/Fire Station



Part 1 – Issue? Cost to the voters, Why should a voter vote for this? Fire & Police Dept needs

Part 2 - Why Should Your Audience Care? We need to show the audience the benefits of doing this project. *What is in it for them?* I would stress that this project is a need vs a want. It is preventative maintenance and risk aversion. We do not want to be pennywise and pound foolish for the future.

Part 3 -What You Want Your Audience to Do, Think, or Feel? This is a necessary project that enhances the towns public safety and future needs. That this will benefit homeowners by keeping their property values high. This project continues to make Bedford a desirable place to live and work (FD &PD employees).

Now write a message combining all 3 parts as if you are talking to the audience.

The issue is that the Bedford Fire & Police Depts have outgrown the Safety Complex. There are also safety issues with the building. Building a Police & Fire Substation provides a solution to these issues and provides EMT coverage in the area where the most calls happen.

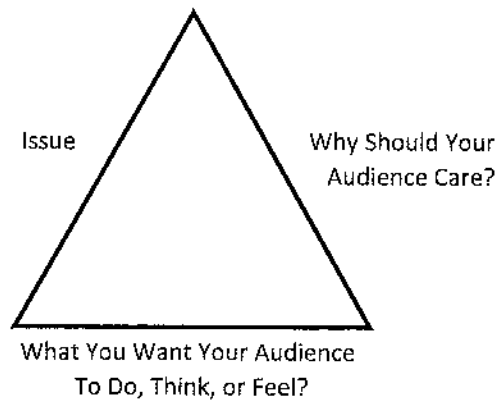
TAILOR MESSAGES

Persuasive Messages

Create a message for each of your priority audiences. It should have three parts. It should identify the issue and desired change, make it relevant to the audience, and provide an action step that the audience can take. Write your message as a complete sentence or two. Try to use the most persuasive language and use the word "you" at least once.

Target Audience: Community members and community stakeholder groups.

Desired Change: Enhance the level of knowledge on the importance of this project and why it matters to the safety and security of the community.



Part 1 (Issue)

The construction of a new public safety facility.

Part 2 (Why Should Your Audience Care)

This will impact services to the community and allow for higher levels of efficiency, professionalism, and empower agencies to meet best practices. The Town deserves a public safety facility that is functional and meets the needs of agency members.

Part 3 (What You Want Your Audience to Do, Think, or Feel)

An understanding of why this is important and how delaying this could ultimately resulting in even greater risk and cost in the future.

Now write a message combining all 3 parts as if you are talking to the audience.

The Town of Bedford is proposing the construction of a new Public Safety facility, to be located on South River Road. Our current public safety facility, which is occupied by both police and fire, as well as other Town agencies, is insufficient for the needs of our growing community. As a result, you, the community members, should support the construction of a new public safety facility, which will provide our first responders to enhance the functionality and safety for those who serve as the guardians of the community.

PUT A HUMAN FACE ON THE WORK

Select an anecdote that puts a “human face” on the work that you do.

You are sitting in your living room and the ceiling begins to leak water. The immediate response is to put a bucket under the water to contain it. If you do not take the next step of having the roof repaired the issue will continue and will cause more damage until it is fixed. You are asking for trouble unless the problem is fixed now. It also can only enhance the value of your property.

To me, in the case of our Safety Complex Facility issues, the same logic should be applied. The perception of the town and the taxpayer’s property values will only be enhanced by making the improvements. If the issues are not addressed, it will cost more in the future and we will be taking on an increased risk factor.

I will be sure to speak as a former educator and current senior citizen who has to be mindful of dollars spent. At the same time, a devastating fire, medical emergency or spike in crime affects us all in ways that we can’t imagine or put a price upon. The mere definition of “community” compels us to look out for one another, and we need these updates to our facilities to strengthen our community.

Story about the Fire Department: After fire in the Hampshire Green Apartments in September 2022, when Fire Department was done putting out fire, they stayed on site to assist. Members of the Fire Department went back into building to retrieve special items including a sports uniform for one of the affected children so they could attend their game the following day. This represents the commitment of the Bedford Fire Department, willing to go above and beyond for its residents. They need to be given the tools to perform their jobs the “Bedford” way.

Select a second anecdote that puts a “human face” on the work that you do.

To provide a thoughtful and practical approach to ensuring that this facility project is successful.

Through the construction of a new public safety facility, we will enhance the safety of our growing community.

What do these anecdotes say about the work that you do? What emotions are they likely to trigger with your target audience? Are there any privacy concerns or other issues that should be addressed before you use these anecdotes?

#1: Fire Department arrives in the middle of the night in response to my call about the fire alarms going off in our home

#2: Bedford PD responds to my concern about a threatening “manifesto” arriving in the mail

This is important work – literally life-saving. They need the necessary tools to do their (dangerous) jobs properly. The facility gives us the stable building block, a strong foundation, and space for proper training.

The safety of a community is important to ensure it thrives. We know that safety is not limited simply to the role of a police or fire department. Instead, safety is a collaborative effort involving all the members and stakeholders within a given community. As such, we need to be clear and articulate in effectively communicating how sufficient, functional facilities correlate with public safety, and why community support matters as it relates to enhancing safety.

Evaluate Existing Vehicles and Strategies

- Step 1. List existing vehicles used by your organization.
- Step 2. Identify priority audiences that could benefit from these vehicles.
- Step 3. Verify that each vehicle carries the right message.
- Step 4. Verify that the vehicle is effectively reaching the audience.

Step 1	Step 2	Step 3	Step 4
Vehicles we use	Primary audience	Conveys our message?	Effective at reaching the audience?
Face-to-Face			
Information meetings	Voters		
	Key community stakeholders	If targeted in scope, yes.	Yes, so long as there is suitable attendance.
Presenting to groups			
Print			
Greet Bedford	Voters		
Bedford Bulletin			
Mailers & Flyers			
Pamphlets, mailings, print publications	All community members, especially older populations who still rely on printed materials for information.	Yes.	Yes, but again, we need to be sure that we are utilizing effective print mediums.
Audio			
WBNH	Voters		
Video			
BCTV	Voters		
Facebook, etc.			
Public television/informational PSAs	All community members.	Yes	Yes, so long as the messaging is concise and relatively short.
Web Site/E-mail			

All social media platforms available	Voters		
Town Webpage/social media/community stakeholder websites	Community members who utilize these communication platforms	Yes.	Maybe – the effectiveness depends on who is using these platforms, specifically, older voters.

The Message and Vehicle – Initial Thoughts.

Cover These Points in Almost Every Medium (and in Meetings) in Part in Anticipation of the Viewer’s / Audience Most Likely Questions

We may not believe there is any basis for someone raising a question on this list (e.g., “Exeter’s project was loaded with pork!”). We must however be prepared for all questions – valid and “invalid”.

What’s wrong?

Why is this bad (unacceptable) to me?

What’s the fix?

Then:

- If such a problem, why have we waited so long?
- What if we continue to do nothing?
- What can be done to make things work well, without the new project?
- Why does it cost so much?
- What are less expensive alternatives?
- Can the project be done in increments?
- What can be done to reduce the burden on the taxpayers?
- What objective opinions can we secure, outside those of the obvious self-interested parties, to confirm the issues and needs?
- Nothing is perfect, what are the downsides, disadvantages of doing this aside from the obvious (cost)?
- What will we do to ensure operating costs don’t increase dramatically over time?
- OK, the Chief tells us we are failing to meet national standards. So what? We’ve failed to meet them all along and I don’t see any negative impact. Aren’t there other none accredited PDs?
- How do we stack up to other Police departments in towns our size?
 - How much do they spend on facilities?
 - Are their facilities as elaborate as the one you are proposing and say we “must” have?
 - What do we stand to gain from accreditation? If nothing, why bother?
 - Are we building the Taj Mahal as we did with the High School? I heard the we shopped for the “best high school design in the country” because some

- narcissistic residents felt "Bedford deserves the best". Ridiculous then and the same now. Are we being reasonable and not seeking more than we should?
- What's a more conservative alternative (read "cheaper") alternative plan to this design.
 - How thorough were we in choosing the planners, architects and the rest, to do this project?
 - What All is well as far as I'm concerned now – if there's a fire, they show up and do a good job. Police are visible and they do a good job. Prove to me something is still so wrong.
 - I've heard of no issues at all which prove this to be a need? Why?
 - Minds greater than mine rejected this project in the past. Why?
 - What has changed to make those opinions invalid?
 - I've seen the Chief Bryfonski's video and Chief Hunter's slide show. I'm not convinced. What else can I be given that will better make the case?
 - Now is just not the right time. Inflation is killing me. To when can we postpone this to make it more palatable and why?
 - I voted against the new school. It turned out to be more costly than promised to both build and operate. I do not want to be victimized again. What will you differently and more honestly in this project? What will be the ramifications to you if in fact you do not deliver as promised? Will taxes be rolled back? Will heads roll?
 - I heard about a similar project attempted in Exeter. It failed because it was loaded with pork. How can we assure that won't happen here?

Vehicles for Delivering the Message

Video and Vignettes

Chief Bryfonski did a great job in the video developed for the last effort. It's informative and direct. As discussed with the Chief several weeks ago, we must go beyond that and show – how – the issues play out in real life. (I believe we both came up with this thought independently. Great minds...)

Use officers and others as actors in brief vignettes – one for each of the most critical flaws in our facility to show what happens and how bad things can get. Cover this video with another brief and hard hitting intro by the two Chiefs. We must develop a fire dept section as well – not just police vignettes, if possible. Use people acting as citizens – thanking the responders for their efforts, etc. – any response to clarify the message – not just "glad you were here".

This "puts a face" on the issues.

And of course, "one picture is worth"

Links to this vid go everywhere - all of the usual social media, in emails, in mass USPS mail, on lawn signs, etc.

- Radio

- WFEA and WMUR at least. Brief, hard hitting spots. Commute time.
- TV
- How about brief 30 second ads on a variety of stations?
- Newspaper Bedford Journal, Union Leader, etc.
- Direct Mail
- Hand outs
- Lawn Signs
- Large signs
- CBS Outdoor Billboards in MHT?
- For all, seek a break on rates because it is a public interest effort?
- What's the amount of funding available for this?

All to be presented with an air of prudence, seriousness and urgency.

And done without costing credibility to our current staff.

- For example, if things are so bad that we need to spend \$35 million on a new facility, what the heck should we be doing about it right now?
- Who should get the ax?
- And the rest of the potential backlash from some.
- Include reference to our thanking them (our chiefs and their teams) for doing so well despite the significant impediments (that would "crush other similar operators, etc.),

If Sales and Marketing was not in the original tab for the bond, should it be?

What efforts in this area are already included in the expectations of our paid consultant?

Where else did our consultant perform similar work, in addition to Exeter? If nowhere else, or only one or two other cases, consider asking the consultant to conduct regional and national research to identify other towns where projects were both successful and failures to determine what we can learn. Why re-invent the wheel? This should be done sooner than later. We could potentially avoid a heck of a lot of misguided effort.

How do we work the legacy media – WMUR, WFEA, Union Leader, Bedford Journal, NH Journal and the rest?

- Decisions will be emotion based – not as rational as we hope or expect – all of the justifications are real, yet not likely to be accepted as face value – look at Exeter – the deck was a killer.

What techniques were used in the school project that were successful and what are to be avoided? (I remember seeing a road sign, "Stop Hurting Our Children" – an emotional appeal to some – it disgusted my daughter.

Make references to personal risks? Do you know someone?

When referencing, use the terms that are not cold – e.g., don't say "unemployed". Say, "people who have lost their jobs and cannot support their families". Test our phraseology whenever possible

YOU could have been sitting in the lobby when a violent perp was walked in front of you

Cannot present anything as an abstraction.

Use emotions – fear, pride, safety, anxiety, Bedford residents are entitled (yeah – there's a current one – “entitled” to), deserve, etc.

Describe fear and anxiety that cops and firefighters experience as well, due to facility failures.

Interview cops for the video - what THEY fear doing their job in an unsafe facility

Use stories with which people can connect – actual Bedford resident stories – have that person speak – use videos. Solicit for input, do the vids.

Have some sort of memorable simple message and a slogan, promote with yard and road signs

- Time rollouts – e.g. fire up a specific kind of intense communication a week or 10 days before the vote and at other key points that we identify.

Let's spend some money here and saturate the heck out of the message

Website

- Create a new website – do not use existing Bedford ones
- Must have an easy to remember and dramatic - For example, www.BedfordSafetyNOW.com
- Consider making it no more than 2 pages
- Ask and answer the usual questions – what, why, how and call for action, Contact etc.

For Lawn Signs, Larger Signs, Billboards

Must be simple, easily remembered, eye-catching – yes some are strongly worded and will scare off some on this committee, but the goal is to force a response / follow up / query

- Protect Our Cops!
- First Responders Come First!
- (Bedford Is) Not Safe Enough!
- Make Bedford Safer!
- Fight Fire Faster in Bedford!
- End Bedford Safety Failures!
- End Bedford Safety Issues!
- Our Police & Fire Chiefs Need YOUR Help!
- How YOU Can Help Our Cops & Firefighters!
- WHY Should We Help Our Police & Fire?
- WHY Bedford MUST HAVE a Better Safety Complex
- Bedford – Not As Safe As You Think!

- This is YOUR Problem, Bedford!
- Who Cares About our Cops & Firefighters???

Consider using the above statements for headings on web pages, attention getters in radio broadcasts, etc.

Always have the website in LARGE TYPE on every sign

Color and layout is key

Understand Objections and counter with benefits