

City of Livermore's Asset Management Program Outreach and Communication Strategy

I. Overview

The City of Livermore has an extensive public infrastructure system which the community relies on for day-to-day, safety, and quality of life needs. Community members rely on a variety of infrastructure (assets) including streets, storm drains, fences and decorative walls, streetlights, trails, landscaping, water, sewer utilities, and many others. These assets are owned by the City and require maintenance, rehabilitation, and eventual replacement.

Adequately maintaining these public assets affects the safety and quality of life for residents, visitors, and businesses. The City of Livermore is leading an effort to work with a broad cross section of community members in parallel to developing an Asset Management Program (AMP). The Program will provide a framework for prioritizing City's assets and the basic phases the City will take to manage these assets can be simplified as follows:

- Assessment – Understand the quantity and types of assets, and their condition.
- Strategies – Develop a plan of action that includes maintenance strategies, timing, and the estimated cost for each asset.
- Policies – Integrate program policies that match available funding and desired levels of service.

Outreach Program Overview

The main components of the outreach work will include:

1. In-person activities,
2. A set of digital online engagement activities, and
3. Project branding and educational materials to unify the project.

The key goals of the outreach effort are:

- Increased public awareness and understanding of the City's need to plan for the future and manage assets.
- Public input to help identify and prioritize asset strategies.

This Outreach and Communications Strategy describes key outreach strategies and methods, target audiences, communication and visualization tools, and the proposed timeline for implementation. The Strategy is designed to accomplish the following objectives:

- **Identify a range of stakeholders** to engage and provide input in the outreach process;
- **Describe outreach and engagement methods** that will ensure a broad spectrum of stakeholders and the public have access to, influence in, and a feeling of ownership of the process;

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- **Introduce a narrative and language about asset management** in the City of Livermore and its connections to sustained quality of life; and
- **Identify the timing and sequence of engagement activities** in relation to Asset Management Program milestones; and
- **Establish a set of performance measures** by which the effectiveness of the outreach efforts and corresponding deliverables may be evaluated.

II. Outreach Principles

The outreach efforts will offer opportunities for community leaders, stakeholders, the public and elected officials to be involved in defining asset priorities in the City of Livermore. The Outreach Strategy is based on the following principles:

- A. Leveraging local networks.** The outreach efforts will tap into the existing social capital and networks of local community leaders and groups to inform and gain input from a wider range of community members in the City. The project team will use highly portable outreach tools, such as an Outreach Toolkit, a tool that will train selected individuals to be project representatives, and to share and collect feedback with their constituency.
- B. Visualizing Asset Management.** The outreach will rely on graphics and visuals that start a community conversation about the City's asset network. The visual tools – infographics, animations, etc. – will help the public weigh key considerations when planning for potential investments, and their likely impact on quality of life, on the City's budget, and on household finances. Visual tools offer community members with varying levels of expertise a common "language" to speak about their perceptions and preferences for the different asset strategies and their potential impacts.
- C. Authentic community dialogue.** Like all cities, Livermore is experiencing change that often very visibly includes growth and expansion. Less noticeable is deterioration caused naturally by wear and aging of its infrastructure. Change has often been accompanied with a community-held fear of change. One of the principles of this outreach effort is to foster an authentic dialogue about change that is rooted in research and data, and on best practices in infrastructure and asset planning for anticipated growth and wear.
- D. Inclusive, flexible, and tailored approach.** The project team will proactively reach out to and engage a full range of stakeholder groups, including business, environmental, neighborhood, community leaders, and low-income, minority and limited English proficiency (LEP) populations within the City. The outreach process will encourage

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engagement in a variety of settings, for both individuals and different size groups, and will be tailored to match local and cultural preferences to the greatest extent possible.

- E. **High touch engagement.** A key component of the outreach will be personal, face-to-face interactions by the project team and project representatives. Outreach methods such as the focus groups, interviews, pop-up events will allow the Project Team to interact with community members in a "high touch" fashion. Digital materials will also be developed to supplement a "high tech" aspect to the engagement.

III. Metrics of Success

The effectiveness of the outreach efforts can be assessed per its ability to reach specific stakeholder groups and achieve targeted objectives, including:

A. Accessibility

- 1) All formal outreach efforts will be held in ADA accessible locations.
- 2) Engagement activities will be held – to the extent possible – in a variety of locations and formats to accommodate hard-to-reach groups such as youth, seniors, communities of color, low-income families and people with disabilities.
- 3) Engagement activities are scheduled at varying times to accommodate the needs of the community including commuters that may not be available during traditional times.

B. Diversity of participants

- 1) Outreach efforts will be designed to reach community members that are reflective of the demographics of City of Livermore residents, considering age, ethnicity, income and geographic location.
- 2) Outreach efforts will collect participant data where possible to help assess how well the Project Team is reaching diverse communities.
- 3) Outreach efforts will include a variety of groups and organizations that are representative of the community geography, interests, and constituencies.

C. Mirror community narrative

- 1) The Project Team will develop key messaging that is based in research, data, and the on-the-ground community input response to that research and data.
- 2) Interviews, surveys, discussions will pursue lines of inquiry to understand the messages and story lines that are expected to resonate over the long-term with the communities in Livermore.
- 3) Results from earlier surveys and asset inventories will be a basis of understanding of community's perceptions about asset management.

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- 4) The outreach activities will seek to dig deeper and expand on the reasons cited by participants for their interest and support or lack of support for investment in specific city assets.
- 5) An assumption is that people feel that their existing taxes should cover maintenance of assets; input from communities will focus on the impact of the education and communication efforts in prompting changes in perspective.

D. Evolution of Community Perceptions

- 1) A substantial component of this engagement process will include education and awareness-building about the City's assets, and thus a key metric will be to understand the effectiveness of these efforts in increasing the community's knowledge base and awareness about infrastructure issues.
- 2) The community discussion will also evolve over time and it will be critical to gather an understanding of the change in community thoughts and perception about infrastructure and the comparative importance of various assets based on community input.

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IV. Evolving Stakeholder Database

The Project Team will work to engage community leaders, the public, and elected officials across the City to learn about their infrastructure priorities. To leverage the local networks, outreach will be targeted to existing organizations, non-profits groups, institutions, associations, and businesses that are likely to have a specific concern. The Project Team is seeking to efficiently reach and engage a large and diverse set of people throughout the city. These groups tentatively identified can help the project team reach a specific audience, be it geographic, demographic, business, age, ethnicity, and especially groups that are typically not represented in civic affairs. The intent in connecting with these groups is to have them act as conduits into their networks to help get information about the AMP out into the community. An initial stakeholder database (summarized below) will be established as a resource for the project team to collaboratively add organizations and specific contacts:

Arts and Culture

Livermore Cultural Arts Council	Pacific Chamber Orchestra
Livermore Valley Opera	Wente Foundation for the Arts
Livermore Valley Performing Arts Center	Livermore Heritage Guild
Bankhead Theater	Livermore Art Association
Bothwell Arts Center	Livermore Shakespeare Festival
Livermore-Amador Symphony Association	

Business/Business Group

Livermore Downtown Inc.	Comcast Cable
Livermore Valley Chamber of Commerce	Kaiser Permanente
Shepherd's Gate	McGrath RentCorp
Livermore Toyota	Livermore Casino
Topcon	Innovation Tri-Valley

Business: Real Estate

Central Valley Realtor’s Association	Real Estate Alliance of Livermore
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Community-Based Organization/ Nonprofit

Livermore Homeless Refuge	Livermore Valley Education Foundation
Community Association for Preschool Education (CAPE), Inc.	Pedrozzi Foundation
Livermore Lab Foundation	ValleyCare Charitable Foundation
Livermore Science and Society Center	iGate
	Rotary
	Friends of Open Space and Vineyards

Community-Based Organization/Nonprofit with Regional Service Areas

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Spectrum Community Services Inc.
City Serve of the Tri-Valley
Tri-Valley Nonprofit Alliance
Community Health Education Foundation
Open Heart Kitchen
The Taylor Family Foundation

Tri-Valley Conservancy
Tri-Valley Haven
Tri-Valley REACH for Special Adults
La Familia Tri-Valley
Visit Tri-Valley California

Community Centers

Robert Livermore Community Center

Hispanic Heritage Center

Educational Institution

Las Positas Junior College: Livermore
Livermore Valley Joint Unified School
District

Tri-Valley Montessori School
Parent Club Information Council (PCIC)

Emergency Services

Livermore-Pleasanton Firefighters
Foundation

Livermore Police Department

Faith-Based Organization

CrossWinds Church
Asbury Methodist Church
Holy Cross Lutheran Church
Cornerstone Fellowship - Livermore

Shiva-Vishnu Temple
Our Savior Lutheran Ministries
St. Michael Catholic Church

Food/Agriculture

Livermore Valley Winegrowers Association
Pacific Coast Farmers' Market Association
Wente Winery

Concannon Winery
US Foods (Distribution Center)

Government Agency/Elected Official

Altamont Corridor Express (ACE)
Lawrence Livermore National Laboratory
Sandia National Laboratory
Livermore Amador Valley Transit Agency
(LAVTA)

Zone 7
San Joaquin Regional Rail Commission
Livermore Area Recreation and Park District
Livermore Housing Authority

Health Services

Senior Support Program of the Tri-Valley
Horizons Family Counseling (Division of the
Livermore Police Department)

Stanford Health Care ValleyCare

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Neighborhood Association/Group

HOA Homeowners Associations

News/Media Outlet

The Independent

Love Livermore

NextDoor

Political

Tri Valley Democratic Club

League of Women Voters of Livermore-
Amador Valley

Public Libraries

Livermore Public Library: Civic Center

Livermore Public Library: Rincon Library

Livermore Public Library: Springtown Library

Recreational Clubs and Organization

The Livermore Unit of the National
Association of Rocketry (LUNAR)

Livermore Flying Electrons

Livermore Amateur Radio Klub (LARK)

Del Valle Dog Club of Livermore

Tri-Valley Fly Fishers

Livermore Valley Camera Club

Livermore-Pleasanton Rod & Gun Club

The Altamont Cruisers

Sports/Active Living

Rowell Ranch Rodeo

Livermore Stockmen's Rodeo Association

Youth and Families

Exceptional Needs Network

Livermore Area Youth Advisory Commission

Livermore Future Farmers of America

V. Communications Strategy

A. Purpose - The City of Livermore's Asset Management Program (AMP) seeks to raise awareness of issues related to the ongoing management and funding of City infrastructure and assets. This Outreach and Communications Strategy identifies key audiences, establishes messaging, and outlines recommended outreach methods to ensure broad engagement. A successful communications strategy will effectively answer the following questions:

- 1) Whom do we need to reach?
- 2) How can we best reach them?
- 3) What do we need them to know?
- 4) What do we want them to do?

B. Goals & Objectives

The primary goals for the AMP communications are as follows:

- Educate the public about issues related to short- and long-term infrastructure maintenance.
- Build awareness of the fiscal challenges that require the City to prioritize infrastructure needs.
- Build positive public perception of the City's infrastructure stewardship.

The primary objectives of the AMP are as follows:

- Develop messages that resonate with the public.
- Establish communications channels to reach a broad and diverse audience.
- Determine the effectiveness of messaging and outreach methods.

C. Framing Questions – Effective and consistent messaging builds awareness, counters misconceptions, and inspires action among target audiences and populations.

Messaging related to the AMP should answer the following questions, emphasize benefits, and respond to common concerns using clear and compelling language:

- 1) Why do we need an asset management program?
- 2) How can an asset management program benefit our community?
- 3) How can Livermore successfully manage its infrastructure?
- 4) What are the key choices and criteria that need to be addressed?

D. Key Lines of Inquiry – The types questions that the AMP outreach program will pursue include:

- 1) Should the City delay maintenance or replacement on any specific assets? How to plan and prepare for the consequences?
- 2) To what extent should the City consider reducing the level of service from any specific assets?
- 3) How, if at all, should the city determine if it should delay new projects?

- 4) What strategies should the City consider for overcoming the gap in long-term maintenance funding? Should the City consider new revenue sources (adjusting tax rates, creating new fee)?
- 5) How much – or what percentage of the city’s budget – should the City consider placing annually in a reserve fund, if at all?

E. Audiences - AMP communications are relevant to a broad audience – literally everyone who lives, works, or visits Livermore and uses public infrastructure. Because of this, the proposed outreach strategy has subdivided key audiences into two main categories: internal and external. Internal audiences comprise City staff and key stakeholders (including CAMP Outreach Committee members) who can assist with the dissemination of educational information. External audiences include the diverse cross section of homeowners, renters, families, businesses, etc. who rely on City-managed assets.

Internal/Stakeholders

- City staff and leadership
- CAMP Outreach Committee members
- Other key leaders (community leaders, government agencies, schools, chambers of commerce, etc.)

External/Public Audiences

- By residence type (single family homeowners, condominium owners, mobile homeowners, house and apartment renters, etc.)
- By District/neighborhood
- By demographic (age, income, ethnicity, family size, etc.)
- Business owners

F. Sample User Profiles - To help develop messaging that resonates with diverse audiences, communications strategists often develop user profiles of hypothetical target audiences. This program includes four such profiles as an example.

Profile #1

Rubios	Pablo (40), Martha (34), Eugenia (10), Hector (4)
Area	East Ave/S Vasco Rd.
Home Type	Renters (Stoney Creek Apartments)
Description	The Rubio Family live in Stoney Creek Apartments in east Livermore . Hector works as an electrician; Martha supplements their income by providing weekly house cleaning services to homes in the area. They have two children: their 10-year-old daughter Eugenia attends Arroyo Seco School as a 5 th grader, and 4-year-old Hector, attends drop-in day care as needed. Eugenia plays soccer and attends dance classes at a local community center.
Concerns	Safe routes to school (sidewalks, lighting, etc.); parks and open space
Reach Methods	Event outreach; school curricula; etc.

Profile #2

Wilson's	Glen (52), Renee (48), Tyler (16), Lucy (13)
Area	Sunset East
Home Type	Homeowners
Description	The Wilson Family own a home in the Sunset East neighborhood of southwest Livermore . Glenn works for a tech company in Santa Clara; Renee is a pediatrician. Their two children attend Livermore public schools—Tyler is a sophomore at Granada High and Lucy is an 8 th grader at William Mendenhall. Tyler plays baseball (Little League); Lucy plays tennis.
Concerns	Park and recreation facilities (particularly fields and tennis courts); street condition (for commute)
Reach Methods	Online; social media

Profile #3

McCormicks	Tom (74), Eleanor (70)
Area	Northeast Livermore
Home Type	Homeowners
Description	The McCormick's live in northeast Livermore. Tom is a retired business executive; Eleanor is also retired but now works part time at the Springtown Library. Tom volunteers at the church and enjoys playing golf at Los Positas Golf Course.
Concerns	Flooding (storm drains, etc.); sidewalks, trees; Las Positas Golf Course; public libraries
Reach Methods	Public meetings; event outreach; newsletters; faith-based channels

Profile #4

Locanda Amarosa	Paul Petrelli, Owner
Area	Downtown
Type	Business — Restaurant
Description	Locanda Amarosa is a family-run restaurant in Downtown Livermore. Locanda Amarosa has been in business for 15 years; they currently have about a dozen staff, some of whom commute from outside the City limits.
Concerns	Streets, lighting, curbs and gutters; parking; water and sewer service
Reach Methods	In-person (business breakfasts); chambers of commerce

G. Potential Barriers and Motivators - When assessing possible messaging and tactics, the AMP must consider the potential barriers and motivators that may influence how a particular audience may react. Absent specific qualitative market research to identify specific factors, some possible barriers and motivators include the following:

Barriers

- Lack of awareness of the specific assets that the City manages
- Lack of understanding of the fiscal realities and need for prioritization
- Frustration that perceived infrastructure needs aren't being met

- Mistrust in government in general
- Perception of a lack of equity in asset management prioritization

Motivators

- Pride/Sense of Place
- Community character
- History
- Connectivity
- Safety
- Desire to be informed
- Civic engagement
- Trust in the process

H. Overarching Message Themes - The following section identifies the core message themes, outlines a process for effective communication, provides examples of targeted messaging that demonstrate effective asset management, and outlines benefits for various communities. While specific language should be tailored to individual audiences, all communications related to the AMP should reinforce the following overarching themes:

- 1) Assets are essential—City maintained buildings, roadways, lighting, water lines and sewer mains, parks, plazas, trails, and others are critical parts of Livermore.
- 2) Asset management costs money—Ongoing infrastructure maintenance, rehabilitation, and replacement is expensive.
- 3) We need to prioritize. Given limited funding, the City must make decisions about where best to allocate resources. These choices can be very difficult, and sometimes they require patience and understanding. For example, a functioning HVAC system at the Civic Center Library takes precedent over tree trimming in a City owned park.
- 4) We strive to be equitable—The City makes asset management decisions based on what will benefit the greatest number of people.

I. Secondary Message Themes – Providing a greater understanding of asset management in Livermore helps build greater acceptance and positive perceptions, which help build a solid foundation for the AMP. Through an iterative process, the outreach efforts will test, respond to, and re-test the public response to a set of messages about Livermore’s assets. The proposed set of secondary messages to include within engagement activities are as follows:

- 1) City’s due-diligence efforts and analysis are the basis of the AMP; resulting in databased, science-based projections.
- 2) Maintaining Livermore’s assets will maintain quality of life over the long-term.
- 3) Asset Management involves decisions about collectively owned assets that require shared ownership thinking to ensure shared positive outcomes.

- 4) Infrastructure and assets are analogous to our bodies; good upkeep and investment in care ensure long term health.
- 5) The current context is not currently sustainable; the city simply doesn't have enough money to properly maintain all of the infrastructure over the long-term.
- 6) There are integrated benefits across multiple improvements and maintenance efforts.
- 7) Effective Asset Management will lead to positive economic outcomes.
- 8) Challenging budget choices and priority-setting by the public will be necessary given the City's finite budget and financial outlook.

VI. Outreach Activities

- A. Project Team Meetings** - The project team includes consultant staff from MIG and Harris & Associates. It also includes staff representatives from the Public Works Department and the City Engineer. The team will meet on a bi-weekly basis for the duration of the project via web conference to share information, discuss pending activities, and review materials. The project team meetings will be an opportunity to invite and meet with other City staff or other experts, as needed.

Anticipated Schedule: Ongoing for the duration of the project

- B. City Council Briefings** – As part of this process, up to three briefings with City Council will be scheduled to both provide information on the development of the outreach and communications activities, and to gain their perspective and advice. Tentatively, these meetings can be scheduled at the onset of the project to review the Outreach and Communications Strategy, at the conclusion of the public facing activities, and after the development of the Key Findings Report.

Anticipated Schedule: March 2020, October 2020, February 2021

- C. CAMP Outreach Committee Meetings** – The project team will coordinate and develop agendas and will facilitate up to eight CAMP Outreach committee meetings, tentatively scheduled to take place quarterly over two years. The role of the committee will be to review the outreach strategy and activities and to advise the project team on how to improve messaging and the reach of the outreach. Critically, CAMP Outreach members will play the role as project ambassadors when deploying the outreach toolkit in the community.

Anticipated Schedule: Quarterly, 2020 and 2021, starting in February 2020

- D. Brand Identity** – A logo and tag line will be developed to brand the project. All project materials including survey, fact sheet, posters, and online communications will be branded with this logo. Several concepts and iterations will be developed in collaboration with the Project Team. City staff will select a preferred logo and related

tagline. MIG will provide final logos in color and black/white in JPG and PNG formats.

Anticipated Schedule: January 2020

- E. **Project Fact Sheet** – A two-sided fact sheet will be developed to be used as the fundamental outreach piece to explain the project. Graphically treated and colorful, it will be printed for use at any event or activity where the Asset Management Program will be presented or promoted. A digital version of the fact sheet should also be uploaded to the project website and distributed as a social media post by the City.

Anticipated Schedule: February/March 2020

- F. **Digital Newsletter** – Digital newsletter templates will be created and then updated to send mass emails to external audiences. The newsletter can potentially contain infographics and can be scheduled to advertise and promote key activities including the launch of the summer outreach schedule, the launch of online interactive outreach tool, to share the video, and to distribute the final report.

Anticipated schedule: March 2020 (template), May 2020, August 2020, January 2021

- G. **Online Survey** – A survey will be developed to build a baseline understanding about the views of the community about Asset Management in the community. The project team will start by reviewing previous surveys created and deployed by the City. Relevant questions about infrastructure and asset management from those earlier surveys will form the basis of the survey with additional questions added to inquire about effective messaging. A follow up survey will measure changes in knowledge and perceptions.

Anticipated Schedule: February – March 2020

- H. **Briefing Book/Talking Points** – To help augment the reach of the community engagement, an Outreach Toolkit and Briefing Book can assist consultants, city staff, CAMP Outreach committee members, and other project ambassadors with presenting a cohesive AMP narrative. The Briefing Book can be developed as a series of presentation slides that will assist project ambassadors in versatile settings throughout the community. The Toolkit typically functions as a flexible kit with multiple tools such as a Briefing Book in digital form as a PowerPoint presentation, fact sheets and FAQ sheets, talking points, and other graphics and materials. Once the Briefing Book is developed, a training will also be created and scheduled with CAMP Outreach members, City staff, and/or select community members.

Anticipated Schedule: Development February-March 2020, Launch April 2020, Training May 2020

- I. **In person Events** – A series of events will be identified for the late spring/summer months of 2020. The kickoff to this “outreach season” will be the Livermore Downtown Street Fest. The AMP outreach will be integrated into the City’s outreach booth or will be procured separately. Similar suitable events will be identified throughout the City including farmers’ markets, fairs, or other ad hoc events. Similarly, other opportunities for briefings will be identified in collaboration with groups, associations, businesses, civic entities. Staffing and details will be developed through an Outreach Season Protocol where specific dates, events, and staffing will be confirmed. Depending on availability and connection to an organization, staffing for each of these events will be divided among consultant staff, City staff, and CAMP Outreach members. Materials for these events and for booths will be derived from the Outreach Toolkit. Key questions will be integrated into the outreach that will assist the project team in understanding priorities and concerns related to city-owned assets.

Anticipated Schedule: Protocol Development: April 2020, Outreach Events: May-August 2020

- J. **Youth Engagement Curricula** - Youth and family-oriented activities linked to the campaign and distributed as part of school STEM curricula can help stimulate youth interest in City infrastructure and in turn serve to educate parents (as children report back to their families). Younger children are often captivated by infrastructure and maintenance activities and their parents will often engage and participate in these activities by default. The project team will work with the City Library to integrate the AMP project into the kick-off festival in June 2020 to their summer reading program “Dig Deeper: Read, Investigate, Discover!” Additional subsequent opportunities can emerge through “maintenance themed stories” during reading hour or working with schools directly. Staffing and details will be developed through a Youth Engagement Protocol where specific dates, events, and staffing will be confirmed.

Anticipated Schedule: Protocol Development: April 2020, Outreach Events: June-October 2020

- K. **Educational Video** - An animated educational video can explain city infrastructure and conveys the need for ongoing asset management in a clear, concise, and compelling manner. The video will also serve as a link to additional public engagement tools and will be formatted to be shown on the City website, through social media networks (YouTube, Facebook, et al.), and at in-person presentations and events.

Anticipated Schedule: Development: March-April 2020, Launch May 2020

- L. **Interactive Game** – A web-based game allows users to take on the role of City Manager or similar position to make funding and maintenance decisions about City infrastructure.

The game would use animation and a compelling script to illustrate the trade-offs necessary and the need for prioritization. The game could conclude with a call to action encouraging users to submit feedback via a brief survey.

Anticipated Schedule: Development: March-April 2020, Launch May 2020

- M. Online Quiz** – An online quiz, hosted on the City website as well as through social media channels, would help educate residents about the cost of ongoing asset management and the need to keep the City's infrastructure well-maintained. The quiz could include questions comparing the cost of regular maintenance versus emergency repair, risks of deferred maintenance, etc.

Anticipated Schedule: Development: March-April 2020, Launch May 2020

- N. Social Media** – A dedicated social media campaign can broaden the reach of messaging, host the video and interactive tool—using the City's existing social media channels as well as additional paid promotions to reach a wider audience. A series of posts (including text and graphics) would run on Facebook and Instagram. Some posts can include an embedded version of the video (so users can directly view the feed); other posts will feature a link to the interactive tool (game or quiz) hosted on the City's AMP website.

Anticipated Schedule: Development: April 2020, Launch May 2020

- O. Key Findings Report** – The culmination of the outreach and communications activity will result in a public-facing Key Findings Report. The report will be professionally designed and produced, highly graphic, and inclusive of images, photos, and infographics, as appropriate. The Report offers an ongoing opportunity to engage the community. A digital version of the report will be made available for download or viewing on the AMP website. A digital newsletter can include a link to announce and promote the availability of the report. CAMP Outreach members, City staff, or other project ambassadors can also take the report on the road and present it at locations and with audiences where earlier briefings took place.

Anticipated Schedule: Development: November 2020, Launch January 2021

- P. Livermore Infrastructure Report Card** – As an ongoing tool for engagement beyond the life of the project, a Report Card template will be created to provide at-a-glance information about the status or condition of various City assets. The Report Card will be developed on a digital platform that could be updated yearly.

Anticipated Schedule: Development May 2021, Launch July 2021