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1 Introduction

2 The Communications and Outreach Strategy support implementation of the prioritized Action Plan 1 –
3 Infrastructure, Action Plan 2 – Ecosystem, Action Plan 3 – Materials and Waste Management, Action Plan 4 –
4 Adaptation, Action Plan 5 – Public Engagement, and other supporting documents, such as the Monitoring
5 Plan, Finance Strategy, and Habitat Restoration Plan. This strategy not only informs but activates, aligns, and
6 sustains participation.

7 The Communications and Outreach Strategy positions Estuario as the leading, transparent hub that
8 translates technical planning into accessible information, mobilizes community participation (especially in
9 neighborhoods affected by relocation and infrastructure interventions), and strengthens partnerships with
10 municipal, state, and federal funders and regulators; it also emphasizes transparency, cultural and linguistic
11 accessibility, and reporting engagement outcomes across the entire Estuario Plan’s 10-year period. In
12 addition, this strategy summarizes the purpose, priority audiences, core objectives, strategic approaches,
13 and expected outcomes.

14 Purpose and Strategic Intent

15 The Communications and Outreach Strategy (1) provides clear, consistent, and technically accurate
16 messaging across multiple jurisdictions and implementing partners; (2) ensures that communities and
17 stakeholders are informed, consulted, and supported through transparent processes (notably for Action
18 Plan 1, relocation and Action Plan 2, management actions); and (3) builds the political and funding support
19 required to implement priority projects identified in Estuario’s Plan and supporting documents. The strategy
20 emphasizes accessible Spanish-language communications while maintaining English-language materials for
21 funders and federal partners. All outreach materials and activities are designed to be inclusive, accessible,
22 and easily co-branded (i.e., showing the logos of participating parties) for partner distribution.

23 This Communications and Outreach Strategy has been developed to comply with National Estuary Program
24 (NEP) communication and outreach requirements by incorporating the elements the NEP guidance
25 specifies. The strategy further adopts NEP recommended practices for oversight and public review by
26 establishing a Communications Committee and an approvals workflow to ensure technical validation and
27 coordinated messaging among Estuario staff, the Management Conference, municipal partners, and
28 community representatives. The Communications and Outreach Strategy and subsequent deliverables will
29 be made publicly available on Estuario’s website for stakeholders’ review and comment. This strategy also
30 provides for periodic updates and U.S. Environmental Protection Agency (USEPA) review and concurrence as
31 key milestones and Estuario’s Plan are revised.

32 Finally, the Communications and Outreach Strategy embeds NEP expectations for monitoring and reporting
33 by linking communications and key performance indicators (KPIs) to the Estuario’s Monitoring Plan and by
34 scheduling quarterly internal reviews and an annual public communications performance report. This
35 ensures transparency, data-driven adjustments, and documented community engagement outcomes
36 consistent with NEP regulatory guidance.

37 Priority Audiences

38 Estuario communicates with a set of priority audiences whose roles, needs, and interests differ but are all
39 critical for the successful implementation of the Action Plans. This Communications and Outreach Strategy

40 deliver targeted, culturally and linguistically appropriate information and engagement opportunities designed
41 to inform decision-making, build trust, and enable meaningful participation across those key groups.

42 Communications will be tailored to these priority audiences, with messages, channels, and engagement
43 modalities adapted over time:

- 44 • Internal staff and governance: Estuario Board of Directors, Estuario staff, members of the
45 Management Conference, the Scientific and Technical Advisory Committee (STAC), the Citizens'
46 Advisory Committee (CAC), and implementing partners. Communications to this group focus on
47 alignment of technical messages, decision timelines, approval protocols, and internal coordination
48 as needed.
- 49 • Community and stakeholders: Residents of priority neighborhoods (including those affected by
50 Action Plan 1 relocation and infrastructure works), community-based organizations, and community
51 leaders, faith-based organizations, volunteers/citizen scientists, small businesses, private sector (e.g.,
52 hotels, marinas, restaurants), youth/schools, community outreach workers, podcast listeners, and
53 other local stakeholders. Outreach to these groups emphasizes accessible explanations of impacts
54 and benefits of infrastructure works, resources and assistance available, opportunities for input, and
55 clear contact points for questions or complaints.
- 56 • Decision-makers and funders: Office of the Governor, Local government agencies (e.g., DNER,
57 Puerto Rico Aqueduct and Sewer Authority [PRASA], Department of Transportation and Public Works
58 [DTOP]), municipal governments, federal funders and regulators (e.g., USEPA, National Oceanic and
59 Atmospheric Administration [NOAA], Federal Emergency Management Agency [FEMA]), and
60 philanthropic organizations. Communications with these groups prioritize evidence of project
61 readiness (completed technical designs and engineering specs; all required permits and regulatory
62 approvals obtained; approved budget with identified funding; procurement/contracting plan in
63 place; implementing staff/partners assigned and operations and maintenance plans defined;
64 implementation schedule with milestones and risk mitigations, etc.), monitoring and evaluation
65 frameworks, funding needs, timelines, and expected environmental and social outcomes.
- 66 • Partner organizations and scientific and technical community: Academic institutions, environmental
67 non-governmental organizations (NGOs), restoration contractors, and other technical partners.
68 Messaging focuses on technical data sharing, coordination of monitoring protocols, research
69 opportunities, and mechanisms for co-implementation.
- 70 • Media: Local and regional press, broadcast outlets, podcasts, and professional reporters, targeted
71 communications (press releases, media kits, embargoed briefings, and spokesperson availability) to
72 secure accurate coverage, provide technical context, and amplify major milestones or funding
73 announcements.
- 74 • General public: Social media audiences, estuary users, residents and visitors, public-facing
75 communications (short videos, infographics, FAQs, community events, and feedback channels) to
76 raise awareness of estuary conditions, explain interventions, share success stories, and provide
77 clear routes for information and assistance.

78 For each audience, the Communications and Outreach Strategy will use tailored channels, tone, formats,
79 and language/register, for example, short-form, visually driven and trend-responsive content for younger
80 audiences; clear, community-focused news and program updates for older adults; and concise, evidence-
81 based briefs and reports for funders to ensure information is relevant, trustworthy, and actionable.

82 Core Objectives

83 The core objectives of this Communications and Outreach Strategy define the measurable outcomes
84 Estuario will pursue over the next 10 years to strengthen transparency, community trust, and partner
85 coordination. These objectives guide all outreach, content, and engagement activities to ensure
86 communications directly support implementation, monitoring, and resource mobilization for the Action
87 Plans.

- 88 1. Institutional credibility: Estuario will be positioned as the leading, trusted source for San Juan Bay
89 Estuary (SJBE) progress, data, and guidance on the Action Plans, monitoring results, and restoration
90 work. Progress will be measured by partner adoption of SJBE materials, upward trends in direct
91 traffic to SJBE information hubs such as its website, social media, among others, and results from
92 stakeholder trust surveys.
- 93 2. Sustained community engagement and transparent communication and information sharing: Local
94 communities will receive ongoing, culturally appropriate engagement that informs decisions and
95 safeguards awareness throughout planning, implementation, and monitoring phases. Success will
96 be tracked through documented participation rates over time, clear evidence that community input
97 has been considered into decisions, documentation of community concerns and respective
98 responses, and community satisfaction indices.
- 99 3. Long-term resource mobilization: Communications will consistently demonstrate project readiness,
100 measurable outcomes, and stewardship to secure and sustain funding from municipal, state,
101 federal, and philanthropic sources. Indicators of success include the number and value of funding
102 commitments, the percentage of identified funding needs that are met, and the frequency of funder
103 engagement events.
- 104 4. Partner alignment and capacity: Estuario will institutionalize coordinated messaging and shared
105 tools, so partners consistently present technically aligned information and engage in joint outreach
106 and monitoring. Progress will be measured by the number of partners using ready-to-publish
107 materials, number of joint events held, and the adoption of standardized monitoring protocols.
- 108 5. Data transparency and adaptive learning: Estuario will maintain accessible monitoring dashboards
109 and regular public reporting to enable transparent assessment of environmental and social
110 outcomes and to support adaptive management. Performance will be evaluated by timely updates,
111 the number of data downloads, and documented instances where communications-generated
112 feedback led to project adjustments.

113 These objectives are deliberately long-range and emphasize sustainability, adaptation, and measurable
114 outcomes across planning, implementation, and post-implementation phases.

115 To reinforce the core objectives with tangible, measurable targets, the Communications and Outreach
116 Strategy set specific digital engagement goals for the early implementation period: increase social media
117 followers across principal platforms and/or social media outlets during Years 1–2, raise eNewsletter
118 subscribers in the same period, and achieve a sustained year-on-year engagement growth thereafter. Once
119 specific targets are established by the Management Conference, they will be tracked monthly via platform
120 analytics and reported in the quarterly KPI dashboards. Additional KPIs will include video viewership, post
121 engagement rates, and downloads of Action Plan materials. Achieving these targets will support wider
122 visibility for Action Plans, drive volunteer/citizen scientist recruitment, and improve public awareness of
123 estuary conditions beyond the Condado Lagoon.

124 In addition to digital goals, the strategy establishes an explicit volunteer/citizen scientist mobilization and
125 stewardship objective: recruit and certify a cohort of community members as active volunteers/citizen
126 scientists to support monitoring and outreach activities. Initial targets for Years 1–2 are to recruit, train,
127 and/or engage 200–500 citizen scientists (range to be refined by available resources) and to register at least
128 1,000 volunteer/citizen scientist engagement hours across events and monitoring activities. Certification
129 pathways (*Contacto Verde*, Scouts merit badge, community service hours, school partnerships), annual
130 volunteer/citizen scientist recognition, and partner-led recruitment (e.g., hotels, marinas, and other private
131 entities, schools, promoters/community outreach workers, etc.) will be used to reach these goals.
132 Participation metrics (i.e., certifications issued, hours logged, retention rate, and number of
133 volunteers/citizen scientists participating in fieldwork) will be integrated into the KPI framework and used to
134 adjust outreach tactics and resource allocation annually.

135 **Strategic Approach and Actions**

136 **Actions by Management Conference**

- 137 • Task the CAC with identifying key water-quality-related messages and iconic living resources which
138 resonate with the local communities, and effective methods for communicating those messages.
- 139 • Task the Implementation Committee to aid in developing communication messages to encourage
140 broad public support and multi-organization cooperation supporting clean water.
- 141 • Task the STAC with developing the ‘storyline’ of past restoration activities and whether those
142 activities have resulted in improved water quality (see the Monitoring and Environmental Goals
143 action for specific Milestones in developing the storyline). If supported by water quality timeline
144 data, promote successes such as water quality improvements in Condado Lagoon as well as the
145 ongoing challenges (such as Laguna San Jose and the Caño Martín Peña) that have not yet been fully
146 addressed. Use the ‘storyline’ as a tool in the communication strategy and as part of the core
147 messaging through the Partnership’s website.
- 148 • Task the Implementation Committee about developing and implementing a communication
149 campaign focused on decision-makers in key stakeholder agencies, organizations and institutions,
150 with the objective of securing additional partners to assist (by contributing effort and/or funds) in
151 restoring clean water in the SJBE. This campaign could highlight regional restoration efforts and their
152 impacts on clean water in the SJBE system, and the efforts of SJBEP to facilitate regional cooperation.

153 **Communications Governance (Long-term)**

- 154 • Communications Committee: Establish and institutionalize a standing Communications Committee,
155 which includes Estuario communications lead, representatives from Management Conference, STAC,
156 CAC, municipal liaison, monitoring/data manager. Meeting cadence: monthly during major rollouts
157 or crises; quarterly during implementation and maintenance phases. The Committee will own the
158 editorial calendar, approvals workflow, crisis communications protocol, and annual communications
159 plans.
- 160 • Decision and approvals protocol: Formalize roles, turnaround times for approvals, and an
161 emergency rapid-response procedure. Create a documented approvals matrix ensuring technical
162 validation before public release and specifying who can approve urgent notifications.

Branding and Collateral Development (Sustainable Toolkit)

- Living communications toolkit: Develop and maintain an evolving library of co-brandable materials, including Action Plan-specific fact sheets, topic or project-specific frequently asked questions (FAQs), slide decks, infographics, event toolkits, posters, and social media assets. This toolkit should serve as a living, updatable library of co-brandable communication materials designed to support consistent, coordinated outreach for the Action Plan and associated projects. It should be usable by partners, project teams, and stakeholders and should include ready-to-publish materials in PDF format with a designated space for partner logos and clear usage guidance. Update the toolkit annually and when projects reach new milestones; maintain version control so partners can always access the most recent files.
- Resource directory and service navigator: Create and maintain a searchable directory of local assistance resources, including housing, legal aid, emergency contacts, and partner contact information. Make the directory available in printable and digital formats for frontline outreach teams (e.g., promoters and community outreach workers) and publish a public, read-only website version on the microsite, which is an individual project site within the Estuario website [Estuario.org]).
- Accessibility standards: Adopt and maintain standards for plain language, large-print versions, audio summaries, low-bandwidth file formats such as optimized images and compressed PDFs, and/or other accessible versions. Provide full Spanish and English versions and budget for translations and accessible-format production on a recurring basis.
- Production and distribution guidance: For each Action Plan, include a one-line purpose statement, intended audiences, suggested channels, co-branding instructions, and an estimated production timeline and cost range to support planning and partner requests.

Digital Presence and Microsite (Scalable and Data-driven)

- Microsite network: Build a modular microsite structure that can host Action Plan pages, monitoring dashboards, event calendars, document repositories, and feedback forms. The microsite will be mobile-first, optimized for low connectivity, and structured to easily add to the microsite as projects evolve. Ensure every microsite includes clear purpose statements, key milestones, downloadable materials, and partner co-branding space.
- Monitoring dashboards: Publish interactive dashboards tied to the Monitoring Plan indicators (water quality, habitat restoration progress, project milestones, social indicators, such as volunteer/citizen scientist hours, and community engagement). Ensure dashboards include plain-language summaries and downloadable data for technical users.
- Social media content strategy: Implement an integrated content approach that prioritizes short-form video and shareable assets:
 - Short video production: Produce short videos for internet platforms, plus 2–3-minute explainer videos for platforms better suited to longer-form videos. Include captions, primarily Spanish-language audio, and English subtitles.
 - Campaign tags: Define a core set of Action Plan-specific tags/key words for amplification.
 - Influencer outreach: Develop a tiered influencer program (local media personalities, podcasters, athletes, community leaders) with tailored story angles and invite/experience packages.

- 205 ○ Content calendar: Maintain a rolling 12-month social content calendar with weekly pillars
- 206 (Education, Volunteer/Citizen Scientist Stories, Project Progress, Event Promotion, Partner
- 207 Spotlights). Include production timelines and approval windows.
- 208 ● Analytics and segmentation: Use analytics to segment audiences and tailor content (e.g., community
- 209 vs. funder). Maintain a subscriber database with segmented e-Newsletters and targeted outreach
- 210 flows (e.g., households in relocation footprints receive different messaging than general
- 211 subscribers).
- 212 ● Low-bandwidth and accessibility guidance: Ensure digital content is usable under constrained
- 213 conditions:
- 214 ○ Provide low-bandwidth file alternatives (compressed PDFs, low-resolution images, audio
- 215 summaries).
- 216 ○ Ensure pages and dashboards degrade gracefully on slow connections (text first, optional
- 217 visuals).
- 218 ○ Include accessibility best practices (semantic HTML, alt text, high contrast, captioned videos).
- 219 ● Integration and maintenance: Require that newly approved collateral be uploaded to the microsite
- 220 within 48 hours of publication, and that partner notifications be sent through the editorial calendar.
- 221 Plan for regular content audits and include a technical maintenance budget to ensure uptime,
- 222 security, and timely data updates. Uptime refers to the percentage of time the microsite is
- 223 operational and accessible to its intended users during a defined measurement period.

224 **Community Engagement Methods (Inclusive and Sustained)**

- 225 ● Hybrid engagement model across project lifecycle: Combine in-person workshops, community
- 226 sessions across multiple locations, virtual webinars, pop-up information stands, and door-to-door
- 227 outreach to reach diverse populations. Households directly affected by Action Plan 1 receive
- 228 tailored, one-on-one support and materials.
- 229 ● Participatory design and deliberation: For major decisions (relocation, large infrastructure siting,
- 230 etc.), apply deliberative methods (small group deliberations, participatory mapping, preference
- 231 ranking, etc.) to elicit detailed input and co-design mitigation measures.
- 232 ● Local outreach teams and trusted intermediaries: Formalize partnerships with community
- 233 organizations, community promoters, and local leaders to act as outreach intermediaries,
- 234 translators, and/or liaisons.
- 235 ● Volunteer/Citizen Science recruitment tactics: School programs and Scouts badge integrations,
- 236 college fairs and internships, sports and community event booths (e.g., sporting events and/or
- 237 cultural events), hotel/marina tourism partnerships for guest outreach, industry partnerships, etc.
- 238 ● Resources, assistance, and concern/complaint response mechanisms: Publish clear, step-by-step
- 239 guides for households affected by relocation and infrastructure works, detailing available resources
- 240 and assistance and timelines. Implement tracking of complaints and public reporting on resolutions.

241 **Media, Influencers, and Partnerships**

- 242 ● Target media and podcasts: Traditional media outlets, including local television, major regional
- 243 newspapers, and online outlets (e.g., online newspapers, magazines, journals), and local radio
- 244 programs, as well as alternative media outlets such as high-reach podcasts and style shows and
- 245 topical local podcasts covering news, culture, and community issues.

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- Influencer outreach approach: Identify and invite influencers, athletes, journalists, and podcasters with aligned audiences. Offer clear story angles, site visits, hands-on “citizen scientist” experiences, and behind-the-scenes access to projects to generate authentic coverage.
 - Private sector activation checklist: Marina booths with signage and volunteer/citizen scientist sign-up sheets; hotel information cards and concierge briefings; restaurant/front-of-house materials for guest outreach; event sponsorship packages (branding, booth space, speaking slot); logistics checklist (permits, signage, volunteer/citizen scientist staffing, QR codes for rapid sign-ups).

253 **Events and Campaigns**

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- Annual anchor events: Schedule Water Quality Day, Earth Day, an annual Volunteer/Citizen Scientist Recognition Day, a Sports/Culture outreach event, and quarterly “Influencer/Media Push” weeks to drive visibility, volunteer/citizen scientist recruitment, and fundraising.
 - Roles and partners: Assign lead and co-hosts for each event (Estuario communications lead, municipal liaison, NGOs, schools, hotels/marinas, promoters/community outreach workers) and include sponsor responsibilities and permit/logistics leads.
 - Core collateral and logistics: Prepare camera-ready assets (flyers, banners, QR sign-up codes), short videos, press kits, volunteer/citizen scientist briefing packs, accessibility formats, and an event logistics checklist (permits, audio-visual, insurance, volunteer/citizen scientist shifts, data collection materials).
 - Expected outputs and metrics: Define KPIs per event (attendance, volunteer/citizen scientist hours, new sign-ups, media mentions, social impressions, data collected), assign KPI recorders, require post-event reporting and follow-up communications (thank-yous, media round-up, conversion plan to sustain volunteers/citizen scientists).

268 **Partner Collaboration and Capacity Building (Programmatic)**

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- Partner alignment workshops: Hold annual partner alignment workshops for technical harmonization, message coordination, and joint outreach planning.
 - Training programs and modules: Offer periodic training for municipal staff, NGOs, and community leaders on monitoring/data interpretation. Develop modular training packages (media/media spokesperson training, facilitation skills for participatory workshops, and monitoring interpretation for non-technical audiences) that can be delivered in person or virtually.
 - Memorandums of understanding (MOUs), memorandums of agreement (MOAs), and co-implementation agreements: Use simple MOUs to define partner roles in outreach, monitoring, and co-branding; review and renew MOUs at set intervals to maintain accountability.
 - Partner support tools: Provide partner toolkits that include camera-ready collateral, step-by-step event toolkits, contact lists, and quick reference guides for data dashboards to ensure consistent local implementation.
 - Capacity assessment and support: Periodically assess partner communication and engagement capacities, identify gaps, and offer targeted technical assistance or small grants to strengthen local outreach (e.g., stipends for promoters, basic equipment for partner-hosted events).

284 **Monitoring, Evaluation, and Adaptive Management (Iterative and Transparent)**

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- KPI framework for 10 years: Maintain a core KPI set with short-term and long-term targets that are reviewed annually. Core KPIs include website traffic and Action Plan page views, number of downloads of materials, eNewsletter subscribers (segmented), social media engagement metrics,

- 288 community event counts and attendance, households contacted for Action Plan 1, number of
 289 complaints/concerns reported and response or resolution rates, partner adoption of materials (is
 290 the extent to which partner organizations adopt, use, and share the co-branded communications
 291 and Action Plan assets that are provided), and funder engagement metrics.
- 292 • Expanded KPI list (for inclusion in dashboards and reporting): Website/page views per Action Plan,
 293 social media follower growth and engagement rate, number of certified citizen scientists, workshop
 294 attendance and participant demographics, number of households directly contacted for Action Plan
 295 1, material downloads (fact sheets/FAQs), number complaints/concerns reported or recorded and
 296 response or resolution rate and number/value of funding commitments secured.
 - 297 • Reporting cadence: Quarterly internal reporting to the Communications Committee; annual public
 298 communications performance report summarizing engagement reach, key outcomes, lessons
 299 learned, and planned adjustments.
 - 300 • Learning cycles: Use results to adapt messaging, channels, and resourcing. Document case studies
 301 of community input led to project changes and publish them as transparency measures.
 - 302 • Publicity — unpaid media report: Track earned (unpaid) media coverage by recording the number
 303 of unpaid media mentions (print, broadcast, online, podcasts), estimated audience
 304 reach/impressions, and an estimated advertising value equivalency.

305 **Implementation Timeline**

306 **Phase A — Initial Establishment and Rollout (Years 0–2)**

307 **Objectives:** Establish governance, build core toolkit, launch microsites, initiate Action Plan 1 engagement
 308 pilots, configure KPI tracking, and begin fundraising messaging.

309 **Key activities and milestones:**

- 310 • Month 0–1: Approve Communications Committee membership and terms of reference; set meeting
 311 cadence and approvals workflow.
- 312 • Month 1–4: Inventory existing materials; produce editorial calendar for Year 1; secure budget for
 313 initial toolkit and microsite pilot.
- 314 • Month 2–8: Develop Action Plan 1 communications kit (fact sheet, relocation FAQ, workshop
 315 materials); produce Spanish and English versions and accessible formats.
- 316 • Month 3–10: Launch microsite pilot page for Action Plan 1 with downloads, contact form, and basic
 317 monitoring indicators; configure analytics.
- 318 • Months 4–12: Run two or three pilot community workshops in Action Plan 1 priority neighborhoods;
 319 deploy mobile outreach teams; collect baseline community sentiment and participation metrics.
- 320 • End Years 1 and 2: Issue first annual public communications performance report.

321 **Phase B — Scale and Implementation (Years 3–5)**

322 **Objectives:** Expand toolkit to Action Plans 2 through 5, scale community engagement, institutionalize
 323 partner training, enhance monitoring dashboards, and intensify funding communications.

324 **Key activities and milestones:**

- 325 • Year 3: Produce kits for Action Plan 2 and Action Plan 3; expand microsite content to host all Action
 326 Plan pages; deploy intermediate dashboards with monitoring indicators.
- 327 • Year 3–4: Host annual partner alignment workshop and deliver partner training modules.

- 328 • Year 4: Run expanded outreach campaigns tied to major project milestones; increase media
329 relations for funding announcements.
- 330 • Year 5: Mid-term strategy review and update; adjust objectives, KPIs, and budget projections based
331 on lessons learned.

332 Phase C — Consolidation, Long-term Engagement and Legacy (Years 6–10)

333 **Objectives:** Consolidate results, maintain community relationships, demonstrate outcomes, secure ongoing
334 maintenance funding, and ensure institutional memory and data stewardship.

335 Key activities and milestones:

- 336 • Year 6–7: Focus communications on implementation outcomes—restoration results, water quality
337 trends, relocated household outcomes; publish impact report.
- 338 • Year 7–9: Continue partner capacity building; institutionalize monitoring dashboards; transition
339 some outreach functions to municipal partners and community organizations (with support).
- 340 • Year 9–10: Conduct 10-year communications and engagement assessment; produce a legacy report
341 documenting outcomes, lessons, and recommended next steps for ongoing stewardship.

342 Resource planning across phases: budget and staffing scaled to needs (see suggested long-term budget
343 considerations below). Ensure continuity of translation, outreach stipends for local intermediaries, and
344 maintenance of digital platforms.

345 Long-term budget considerations (high-level guidance)

- 346 • Core staffing: Maintain at least 0.75–1.0 full-time employees (FTE) for communications capacity
347 within Estuario (coordinator plus a part-time technical communications support) with budget for
348 contracted specialists as needed.
- 349 • Toolkit maintenance and production: Annual budget line for updates, translations, and new
350 collateral (estimate \$8,000–\$20,000/year depending on production level).
- 351 • Microsite and dashboards: Development and hosting maintenance (initial \$10,000–\$20,000; annual
352 maintenance \$2,000–\$6,000).
- 353 • Community engagement: Ongoing outreach costs (events, stipends for local intermediaries) scaled
354 by phase (estimate \$10,000–\$40,000/year during scale phase).
- 355 • Video and media production: Periodic production budget for explainer videos and media kits
356 (\$5,000–\$25,000 per production cycle).
- 357 • Contingency and crisis communications: Reserve funds for emergent needs (floods, contamination
358 events, rapid response communications).
- 359 • Communications execution budget: Dedicated line for execution costs not covered above, social
360 media paid promotion/boosting, promotional “goodies” (branded giveaways), event production and
361 logistics for communications (venue, A/V, materials, staffing), and direct support for the digital
362 program (advertising, analytics tools, small platform integrations). Suggested planning range:
363 \$15,000–\$60,000/year, depending on activity level and geographic reach. Example breakdown
364 (annual):
- 365 ○ Social media boosts & digital ads: \$3,000–\$20,000
 - 366 ○ Promotional items and printed giveaways: \$2,000–\$10,000
 - 367 ○ Event production & logistics (communications track): \$5,000–\$20,000

368 ○ Digital support (analytics, small integrations, platform fees): \$2,000–\$10,000

369 These are high-level estimates, and detailed budgeting should be prepared and aligned with the Finance
370 Strategy and updated at each planning cycle.

371 **Expected Outcomes and Impact**

372 The expected outcomes and impact describe the tangible changes in awareness, trust, coordination, and
373 resource mobilization that the Communications and Outreach Strategy aims to achieve as the Action Plans
374 advance. These results will be measured against specific indicators to demonstrate progress, inform
375 adaptive management, and communicate successes to communities, partners, and funders.

376 Over the 10-year period, the Communications and Outreach Strategy aims to achieve these measurable
377 outcomes through:

- 378 • Sustained community trust and reduced misinformation: Communities will report increased clarity
379 about project impacts, rights, and assistance; rumor incidence and unresolved grievances will
380 decline. Measured by periodic community surveys and grievance metrics.
- 381 • Institutionalized partner coordination: Partners will routinely use shared, co-branded materials and
382 report increased efficiency in joint outreach. Measured by the presence of steering committees/
383 collaborative groups, MOU/As, resources that are allocated to collaboration with our partners,
384 educational campaigns that are used across our partners, and/or monitoring efforts/ framework
385 that are shared across our partners.
- 386 • Demonstrable environmental and social outcomes: Communications will support transparent
387 reporting of monitoring indicators (water quality, habitat recovery, relocation outcomes) and link
388 those outcomes to funding and policy decisions. Measured by published dashboards, data
389 downloads, and independently verified environmental indicators.
- 390 • Enhanced funding outcomes: Estuario will leverage communications materials and documented
391 community support to secure multiyear funding commitments and diverse funding sources.
392 Measured by number and value of funding agreements and reduced funding gaps.
- 393 • Legacy and stewardship: By Year 10, Estuario will have institutionalized engagement protocols,
394 maintained a digital repository and data stewardship practices, developed a network of trained
395 partners and community intermediaries, and documented lessons for future estuary stewardship.

396 These outcomes will be tracked through the KPI framework and communicated in quarterly and annual
397 reports.

398 **Next Steps**

399 The following next steps prescribe immediate, practical actions to operationalize the Communications and
400 Outreach Strategy and begin outreach for priority actions. Each step is designed to secure governance, align
401 messages, and produce the first high-priority materials so communications support implementation and
402 community engagement from the outset.

403 To activate the 10-year Communications and Outreach Strategy, the immediate actions are:

- 404 1. Approve and fund the Communications Committee and initial 10-year resourcing plan (staffing,
405 toolkit, microsite pilot). Define membership and terms of reference.

- 406 2. Convene a 2-hour message-alignment workshop with representatives from the Management
407 Conference, STAC, CAC, and other partner communicators to finalize priority messages and identify
408 immediate material needs; confirm Action Plan 1 as priority.
- 409 3. Produce the Action Plan 1 communications kit and microsite pilot (4–8 weeks): Action Plan 1 fact
410 sheet, relocation rights FAQ, workshop agenda and presentation, downloadable materials in Spanish
411 and English, contact and feedback forms, and KPI configuration.
- 412 4. Pilot community outreach activities (months 2–4): conduct two or three pilot workshops with local
413 intermediaries; collect baseline metrics and feedback; adjust toolkit.
- 414 5. Configure analytics, KPI dashboard, and reporting templates: establish a quarterly reporting
415 schedule and first public annual report timeline.
- 416 6. Secure medium-term funding for Years 2–5 (align with Finance Strategy): prepare communications
417 materials targeted at funders demonstrating project readiness, monitoring framework, and
418 community support.
- 419 7. Schedule an annual communications and partner alignment workshop and set the first mid-term
420 (Year 5) review to update objectives, KPIs, and budgets.

421 **References**

422 This Communications and Outreach Strategy synthesizes content from the Estuario’s Plan’s Action Plans
423 (Action Plan 1–Action Plan 5), Monitoring Plan, Finance Strategy, Habitat Restoration Plan, SJBEP Strategic
424 Plan 2022, stewardship and engagement materials, and program documents that define stakeholder
425 groups, engagement methods, and performance measures. These materials informed stakeholder mapping,
426 engagement approaches, governance recommendations, microsite and toolkit features, and the KPI
427 framework used throughout the strategy.