



DENVER UNION STATION PROJECT AUTHORITY PUBLIC INFORMATION PLAN

The Denver Union Station Project Authority (DUSPA) will coordinate with the Kiewit Western, the RTD FasTracks Team and the Union Station Neighborhood Company (USNC) to provide the general public, elected officials, adjacent property owners and key stakeholders with timely and accurate project-related information.

As the hub of RTD's FasTracks program, the redevelopment of Denver Union Station (DUS) is a crucial component to the program's overall success. Given the wide-range of activities occurring simultaneously at the site, communications efforts must be coordinated and delivered to various audiences in an integrated manner. As such, the DUSPA will be responsible for overseeing and coordinating all community involvement and public information tasks relating to DUS.

Public Information Goals:

The goals the DUSPA Public Information Plan are:

- To maintain and promote the cooperative spirit of regionalism upon which the Denver Union Station Project has relied for its success.
- To be responsive, accessible and proactive to stakeholder groups in all communications about the Denver Union Station Project.
- To be compliant with all public, resident and business outreach and communication commitments in the DUS Record of Decision.
- To maintain an integrated, coordinated, timely flow of information about the Denver Union Station Project through internal and external channels.
- To use a variety of communications methods to keep stakeholder groups informed about the Denver Union Station Project.
- To identify, analyze and respond to issues, inquiries and input quickly and accurately.

Communications Protocol:

During construction, the DUSPA, RTD FasTracks Team, Kiewit Western and USNC will work collaboratively on communications activities and efforts. A protocol for coordinated public information and communication will be established as follows:

- The DUSPA will oversee and coordinate all public information tasks, including the implementation of all public information and community outreach efforts, coordinate external communication and communicate general project information.
- The RTD FasTracks PI Team will be responsible for communicating all FasTracks program-related information, matters related to RTD's existing transit system and transit elements at DUS.
- Kiewit Western will be responsible for communicating construction-related information, including potential impacts and community coping recommendations.
- The Union Station Neighborhood Company will be responsible for communicating information regarding private development activities and opportunities.
- The DUSPA Outreach Committee will meet with representatives from the Public Involvement Team on a quarterly basis. Strategy plans will be developed and reviewed by the Outreach Committee for major outreach activities or initiatives.

Project Web site:

In much the same way that Denver Union Station will be the hub of the metro area's transit systems, the reintroduction of the DUSPA Web site will be the hub of the project's public involvement and external communication efforts. It will be an integral part of DUSPA's public involvement plan, with each facet of the plan having a connection to the Web site.

The Web site will serve as both an informational tool to help the public anticipate construction issues and plan for public meetings as well as an educational portal to understand the station's past and get excited about its future.

The site is being reintroduced as an accessible, welcoming and intuitive environment for users. It will be divided into three sections: Past, Present and Future.

- The "Present" will serve as the Homepage with links to construction details, frequently asked questions, DUSPA board meeting agendas and minutes and a media center with news release and contact information. It will provide a sign up option for email updates, access to recent project newsletters and fact sheets and in the near future, links to the project's social networking pages.
- The "Past" will provide educational links on the history of the site, and provide an accounting of how the redevelopment has gone through master planning and public outreach over seven years to arrive at the current vision.
- The "Future" will allow the public to see the vision for the redeveloped Denver Union Station site with approved renderings, project elements and links to USNC's Web site.

Community Outreach and Communications:

Community outreach and communications will not be derived in a vacuum, but rather will complement the long-range vision and goals and reflect integration with ongoing FasTracks and development efforts. Given the wide-range of activities occurring simultaneously at the site, community outreach efforts must be coordinated and delivered to various audiences in an integrated manner.

The Public Involvement Team will emphasize proactive communications initiatives to ensure that members of the public receive the information they desire.

The DUSPA will use a variety of communications tools to disseminate information to the public regarding the project. Tools that may be utilized include:

- *Web site and social media*
- *Project fact sheets*
- *Project newsletter*
- *Email communications*
- *Presentations*
- *Regular public meetings*
- *Door-to-door canvassing*
- *News releases*

Project communications will be provided in English and Spanish as appropriate.

Design-related Public Information Activities

Over the past seven years, a significant level of community involvement enabled the public to collaborate with the project team and partner agencies in their efforts to rezone the DUS site, build support and consensus for the DUS Master Plan, identify and select a master developer and prepare the Draft EIS and Final EIS. The breadth and depth of involvement by the public greatly enhanced the final outcomes of these efforts.

Denver Union Station is an important improvement to the fabric of the Lower Downtown (LoDo) area and plays a central role in shaping the future aspirations and economic vitality of the eight-county region. As such, the DUSPA will continue to utilize a variety of public involvement methodologies, communication tools and outreach opportunities to involve and inform stakeholders, elected officials, businesses and the general public as the design of the transit architecture and public spaces continues.

Regular public meetings will be held to provide project updates at key milestones, answer questions and receive comments. Meetings will be widely advertised through the project's Web site, stakeholder email distributions and other notification channels. Meeting records such as agendas, minutes and presentations also will be posted on the Web site.

Construction-related Public Information Activities

The DUSPA is committed to providing advance notification of anticipated construction impacts so stakeholders can adopt appropriate coping methods in advance. With the cross-section of affected stakeholders ranging from the Lower Downtown and Central Platte Valley neighborhoods to multiple business districts, pedestrians, historic preservation advocates and transit users, it is inevitable that various stakeholders will be impacted in different ways at different times.

Prior to construction impacts occurring, Kiewit Western will coordinate with the DUSPA and FasTracks representatives to identify the appropriate communication strategy based upon factors such as the anticipated impact, the timing of the impact and the audience(s) affected by the activity.

The DUSPA will continue to use currently effective communication avenues while incorporating new communication tools where appropriate. For activities that affect multiple audiences and involve longer lead times – such as the two-week notification on detours, lane closures and haul routes – the DUSPA will employ a combination of communication methodologies to distribute the information. Conversely, for focused activities that impact specific audiences, the DUSPA may employ more personalized, direct communications.

In advance of major construction activities, communication matrices will be developed in coordination with Kiewit Western and reviewed by the Owner's Representatives to ensure all audiences and communication methods are identified. This coordination will not only allow for a review of the targeted audiences and communication tools, but it also will provide the opportunity to examine the issues likely to arise from the activity and the messages to convey in accordance with that activity.

Below is an example of a communication matrix for a temporary closure of Wewatta Street:

Activity: Temporary closure of Wewatta Street	Specific Stakeholders	Tools/Activity	Communication Timing	Notification Documentation
	Media	<ul style="list-style-type: none"> • News release • Posting on DUS Web site media page • Email notification • Media alerts 	1 week prior to closure	<ul style="list-style-type: none"> • PDF of news release • Copy of email • Web site screen shot • PDF of media alerts
	Residents	<ul style="list-style-type: none"> • Posting on DUS Web site • Written notice distributed to building management • Email notification • Twitter messages • Signage at point of closure 	2 weeks prior to closure	<ul style="list-style-type: none"> • Web site screen shot • PDF of written notice • Copy of email • Picture of signage
	Businesses	<ul style="list-style-type: none"> • Posting on DUS Web site • Email notification • Twitter messages • Signage at point of closure 	2 weeks prior to closure	<ul style="list-style-type: none"> • Web site screen shot • Screen shot of e-mail • Picture of signage
	City of Denver	<ul style="list-style-type: none"> • Posting on DUS Web site • Written notification to include on city's Web site • Notification to city's 311 operators and Channel 8 	2 weeks prior to closure	<ul style="list-style-type: none"> • Web site screen shot • PDF of notice to 311 operators
	Motorists	<ul style="list-style-type: none"> • Posting on DUS Web site • Email notification to those registered to receive information • Signage at point of closure 	2 weeks prior to closure	<ul style="list-style-type: none"> • Web site screen shot • Copy of e-mail • Picture of signage
	Pedestrians	<ul style="list-style-type: none"> • Posting on DUS Web site • Signage at point of closure 	1 week prior to closure	<ul style="list-style-type: none"> • Web site screen shot • Picture of signage
	RTD Riders	<ul style="list-style-type: none"> • Posting on DUS Website • Posting on RTD/FasTracks Web sites 	2 weeks prior to closure	<ul style="list-style-type: none"> • Web sites screen shots • Copy of e-mail

		<ul style="list-style-type: none"> • Email notification to registered riders • Notification to Bus/LRT planning/scheduling • Rider Alerts Hand-outs • Signage at transit stop 		<ul style="list-style-type: none"> • Copy of Rider Alert • Picture of signage
--	--	---	--	---

Using the aforementioned communication tools and processes, the DUSPA will conduct the following public information activities:

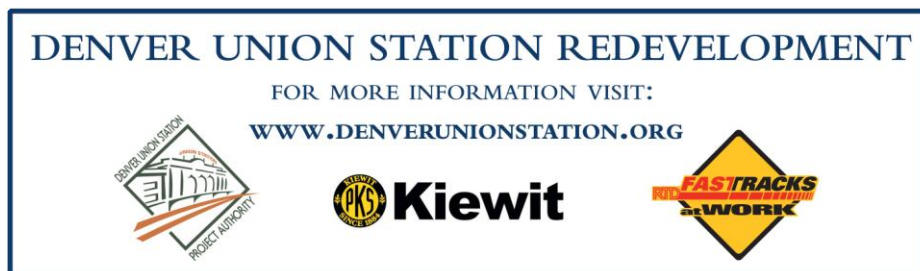
- Provide two-week notification on detours, lane closures, haul routes, etc.
- Provide one-week notification to residents and businesses located along designated access routes of impending material hauling activities.
- Provide one-week notification to adjacent private-property owners of the start of construction and/or the staging of equipment and materials.
- Provide one-week notification to media outlets and follow-up media alerts.
- Provide immediate notification to the DUSPA Owner's Representative and FasTracks Public Information Manager of any construction-related incidents (see Crisis Communications Plan for additional information).

Media Relations:

The DUSPA is committed to maintaining a proactive relationship with media representatives and will develop a Media Relations protocol to ensure accuracy and transparency when communicating with the media. The DUSPA will coordinate all media inquiries and identify the appropriate response as well as the appropriate spokesperson for each circumstance (see Media Relations Protocol for additional information).

Crisis Communications:

The DUSPA will develop a Crisis Communications Plan in conjunction with Kiewit Western and the RTD FasTracks Team to ensure that accurate, consistent and timely communications occur during crises and emergency situations (see Crisis Communications Plan for additional information).





DENVER UNION STATION PROJECT AUTHORITY MEDIA PROTOCOL AND PROCEDURES

As a publically financed project, the redevelopment of Denver Union Station (DUS) and the activities, meetings and planning of the Denver Union Station Project Authority (DUSPA) are of interest to the public. The DUSPA's Public Information Team will coordinate with the DUSPA Board of Directors and its Owner's Representative, Kiewit Western, the Partner Agencies and USNC to ensure DUSPA and its interests are presented accurately, fairly and in a manner fitting such an important and exciting project. As information is released, every effort must be made to avoid misunderstanding, misinterpretation or confusion. To that end, the policies and procedures in this document provide a system to inform the public with timely, useful and accurate information.

Public Information Team:

The DUSPA's Public Information Team will coordinate all public communication, and be the initial point-of-contact for all project media inquiries. Any media inquiries received by other members of the project team should be referred to the DUSPA. The DUSPA PI Team will communicate with the Owner's Representative, the DUSPA Board and Partner Agencies' representatives to indentify the appropriate response and designate a spokesperson(s).

All project inquiries should be directed to:

Roger Sherman
DUSPA Public Information Team
Cell: 303-506-8895
Office: 303-592-5465
rsherman@crlassociates.com

Bill Mosher
Owners Representative
Cell: 303-589-6137
Office: 303-628-7439
bmosher@trammellcrow.com

Sherman and Mosher will be the primary points-of-contact for all project-related media inquiries. Mosher, as Owners Representative, will be the official spokesman for external and media

communication. Sherman will oversee other media relations efforts including the drafting and distribution of news releases.

Protocol:

The DUSPA representatives listed above will coordinate the official DUSPA response to any media inquiries. The DUSPA PI Team will coordinate with the DUSPA Board of Directors and its Owner's Representative, Kiewit Western, the Partner Agencies and USNC to provide the most accurate and informative information in a timely fashion.

For any media inquiries received, a DUSPA spokesperson will:

- Inform Board Members via email of media inquiries
- Coordinate with DUSPA Board of Directors and its Owner's Representative, Kiewit Western, the Partner Agencies and USNC to identify the appropriate response to any inquiries
- Identify and prepare the appropriate representative(s) to respond to any inquiry
- Inform the DUSPA Board and its Owner's Representative of any media interactions that have been referred
- Prepare public statements or responses on behalf of the DUSPA when necessary and seek approval by the Owner's Representative before submitting any statement
- Prepare and distribute any news releases

During construction, the DUSPA, RTD FasTracks Team, Kiewit Western and USNC will work collaboratively on communications activities and efforts. A protocol for coordinated public information and communication will be established as follows:

- The DUSPA will oversee and coordinate all public information tasks, including the implementation of all public information and community outreach efforts, coordinate external communication and communicate general project information.
- The RTD FasTracks PI Team will be responsible for communicating all FasTracks program-related information, matters related to RTD's existing transit system and transit elements at DUS.
- Kiewit Western will be responsible for communicating construction-related information, including potential impacts and community coping recommendations.
- The Union Station Neighborhood Company will be responsible for communicating information regarding private development activities and opportunities.

Procedures:

The DUSPA represents a unique, and in many ways unprecedented, cooperation of public and private entities that are each fully capable of responding to media inquiries. These procedures, however, are intended to guide the most cohesive, accurate and timely communication with the public and the media regarding the project.

- 1) Any media inquiry should be quickly referred to the DUSPA PI Team by either instructing the reporter or producer to contact the DUSPA PI Team or personally informing the DUSPA PI Team. The PI Team will inform the DUSPA Board and Owner's

Representative and coordinate with the appropriate agencies before responding to inquiries.

- 2) As many public officials sit on the DUSPA Board, some members may be compelled to respond to day-to-day media inquiries. Any media communication or statement attributed to the DUSPA should be reported to the DUSPA PI Team immediately.
- 3) All planned or scheduled media interaction will be coordinated by the DUSPA PI Team. Suitable messengers and spokespersons will be determined among partnering agencies and organizations for all news releases and/or news conferences.

News Releases:

The DUSPA will issue news releases for project milestones, major construction events, traffic detours or any other event deemed newsworthy or necessary for public education. Releases will be transmitted to media organizations via email to those organizations and/or people on the Media Contact List. The news release will be posted and archived in the "Media Center" section of the DUSPA Web site. Any organization may request to be added to the Media Contact List by contacting the DUSPA representatives above.

Newsletters:

The DUSPA will publish regular newsletters to update stakeholders on the project's progress, announce upcoming meetings or give notice of upcoming detours and project milestones. The newsletters will provide information on current events and activities, recent public meetings and provide stories about the project and the people involved. The newsletters will be distributed to the Stakeholder Email List and the Media Contact List. All newsletters will be posted and archived on the DUSPA Web site.

Photography and Filming:

The Denver Union Station construction zone is considered a restricted area, and as such still or video photography is prohibited without permission from the DUSPA. Permission requests should be directed to the DUSPA Public Information Team above and coordinated with the appropriate organization.

**APPENDIX A:
SAMPLE NEWS RELEASE**



NEWS RELEASE HEADLINE HERE

FOR IMMEDIATE RELEASE

Date: *Day of release*

Media Contact:

Person's name

Phone Number

email@emailaddress.com

DENVER - *(The body of the press release is very basic and to the point; who, what, when, and why. The first sentence will give a summary of the most important information.)*

(The second paragraph explains in detail what is happening and provides context so news organizations and the public understand why it is important. This is where we will provide the "human interest" of a story we hope to have published or carefully explain a complicated issue.)

("This is where we will provide a comment from a significant official," a DUSPA Board Member said. "Often this is the quote you will see on Web sites and printed in the paper.")

(Finally, we will provide basic information about the Denver Union Station redevelopment and the DUSPA. This way, reporters do not have to search for facts such as: the approximately 19-acre site represents is the largest transit-oriented redevelopment in North America).

###