



6.0 COMMUNICATIONS AND OUTREACH

Our proactive, innovative approach to communications and outreach, combined with our substantial knowledge of the various stakeholders, assists the Government in managing perceptions of diverse stakeholder groups, promoting operational acceptance of US-VISIT, and maximizing return on investment.

6.1 Approach to Communicating Change and Conducting Outreach

The Smart Border Alliance has had substantial success communicating change and conducting outreach in a wide array of private- and public-sector organizations including the Customs and Border Protection (CBP) and Transportation Security Administration (TSA).

For further information on our work with these organizations, see Vol. 4, Part C of our proposal.

Figure 6-1 illustrates the basic elements of this approach.

Throughout each stage of the process, we work as a single, integrated team with the DHS Communications and Government Relationship staffs. We begin by identifying and validating stakeholders and communities of interest, and then work collaboratively with these groups to identify their most critical and sensitive issues and their roles and responsibilities, that support the US-VISIT Program.

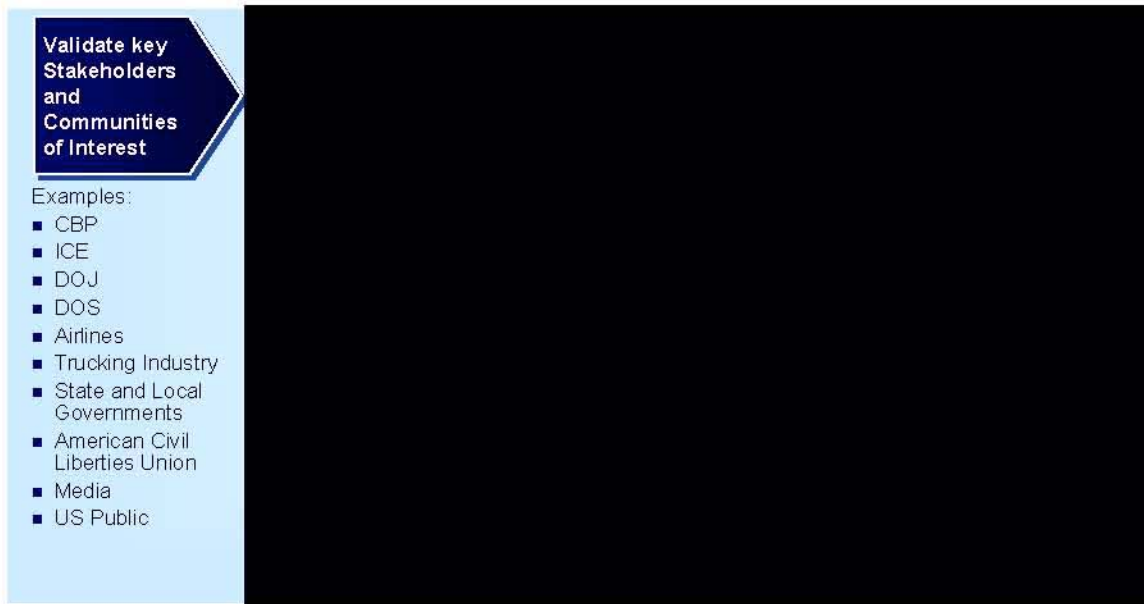
Next, our team develops a recommended strategy for reaching out and communicating with each group.

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Figure 6-1. Our communications and outreach approach

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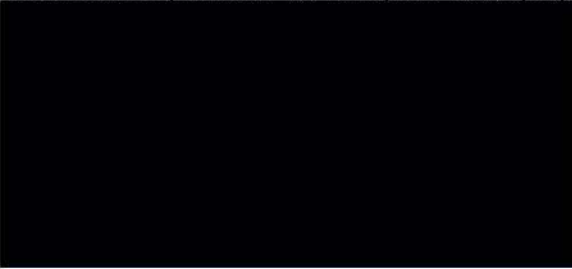
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A high level of acceptance increases system utilization and effectiveness, resulting in favorable public perception, positive Congressional opinion, and continued funding.

Stakeholders and Communities of Interest. An effective communications and outreach program begins with the identification of key stakeholders and communities of interest and an understanding of their interests, needs, and concerns as depicted in Figure 6-2. We recognize that different groups have different needs and issues that require management and reconciliation. We know from our experience at CBP, for example,

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We recognize these differing concerns and prioritize reconciling them through effective communications aids in the success of the program.

Based on our understanding of the US-VISIT program and our experience at DHS we have developed preliminary categories of stakeholders and communities of interest based on this working definition:

Stakeholders. Those Federal Government organizations directly affected by and influencing implementation of the US-VISIT Program and processes.

Communities of Interest. The broad array of public-sector organizations, private-sector organizations, and public interest groups in the U.S. and abroad affected by US-VISIT and may have a special interest in its applications and outcomes.

Best Practices. Our communications and outreach approach incorporates best practices drawn from years of experience serving public- and private-sector

<i>Examples of DHS Stakeholders</i>	<i>Examples of Federal Stakeholders</i>	<i>Examples of Communities of Interest</i>	
<ul style="list-style-type: none"> ■ CBP ■ ICE ■ CIS ■ TSA ■ S&T ■ Coast Guard 	<ul style="list-style-type: none"> ■ DOS ■ DOJ ■ DOC ■ DOL ■ DOT ■ Intelligence Community ■ GSA ■ DMIA 	<ul style="list-style-type: none"> ■ Travel Industry Association of America ■ Air Transport Association ■ International Air Transport Association ■ Airports Council International ■ American Association of Airport Executives ■ American Association of Port Authorities ■ International Council of Cruise Lines ■ Border Trade Alliance ■ American Trucking Association ■ Aviation Security Advisory Committee ■ Canadian Trucking Alliance 	<ul style="list-style-type: none"> ■ Camara Nacional del Autotransporte de Cargo ■ American Civil Liberties Union ■ American Immigration Lawyers Association ■ U.S. Public ■ Foreign Public ■ Media ■ State and Local Governments ■ Federal Executive Branch ■ Federal Legislative Branch ■ Foreign Governments

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Figure 6-2. We identify Stakeholders and Communities of Interest that are impacted by US-VISIT

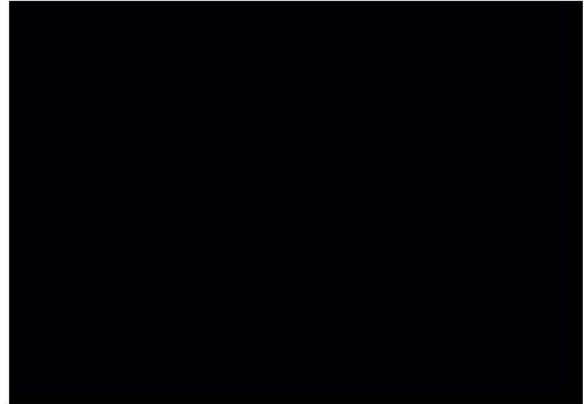
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organizations. We use best practices to construct plans that are flexible, easy to implement, and proactively manage risks. Figure 6-3 highlights a sample of best practices used on current or prior Alliance projects at Customs and Border Protection.

Our best practices are highly effective for US-VISIT communications and outreach activities:



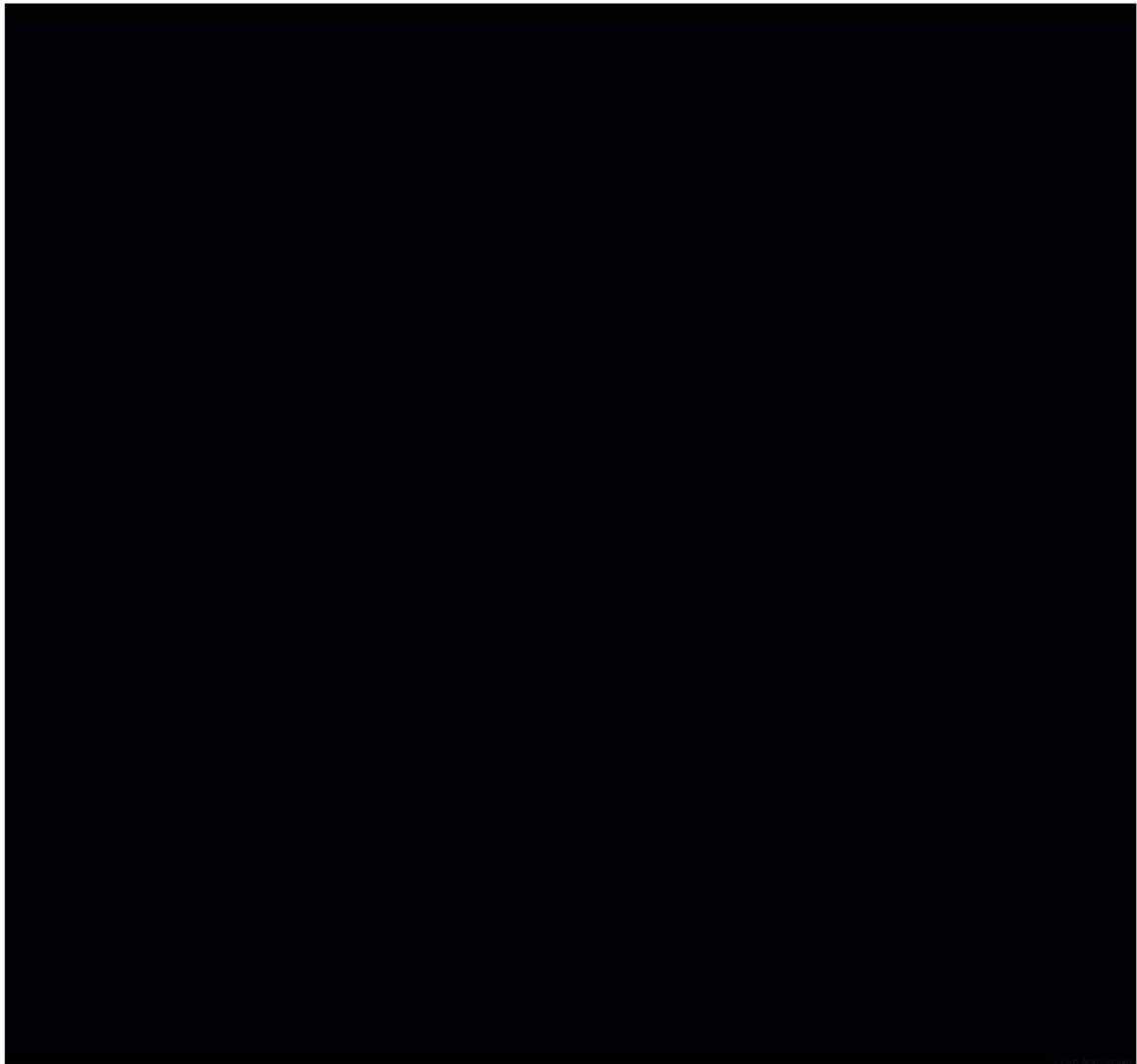
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We used these practices to conduct communications and outreach at CBP, the

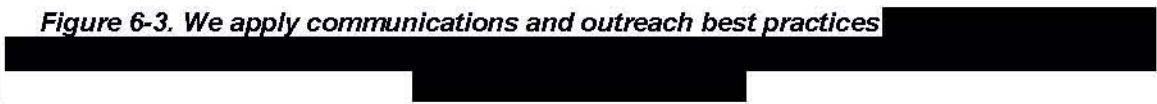
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Figure 6-3. We apply communications and outreach best practices

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U.S. House of Representatives, NASA, and private sector organizations.

Tools and Resources. In addition to best practices, we use a variety of custom-designed tools and resources to facilitate communications and outreach activities. Figure 6-4 lists several specialized tools that our team has used successfully to drive organizational change at the CBP.

The use of multiple communications media maximizes the reach and impact of key messages. For example, a video series visually and emotionally relates the organization’s mission, vision, and values, while a transition guide reinforces in print the video’s messages. The use of multiple media also results in message repetition, which is an effective way to strengthen stakeholder awareness of organizational goals and objectives.



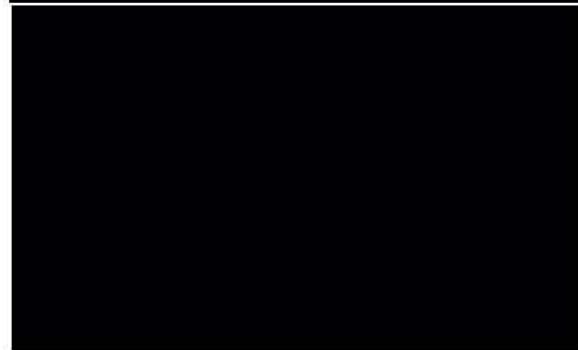
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Figure 6-5. Our stakeholder



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Figure 6-4. We apply innovative communications tools, proven at Customs and Border Protection (CBP).

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Progress Tracking and Metrics. It is important for executives, team members, and stakeholder leaders to access the progress of the communications and outreach program in real time.

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Summary. Our proven approach to communications and outreach follows a clearly defined process in communicating changes and conducting outreach to stakeholders and communities of interest. Throughout each stage of the process, we work as a single, integrated team with the DHS to achieve effective communications and outreach.

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Figure 6-6.

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