



# Research to Policy Boot Camp

Policies For Action | March 6, 2019





**The Seattle Times**

Business ▾ Log In | Sub

# Lots of questions still ha over Trump's tax plan

Originally published August 14, 2017 at 9:18 am Updated August 14, 2017 at 3:48 pm



**©MONEYWATCH** Markets Money Work Small Business Retirement

By IRINA IVANOVA MONEYWATCH January 23, 2017, 4:40 PM

## Trump blocked FHA mortgage-insurance cut – here's what that means

Share / Tweet / Reddit / Flipboard / Email

When Donald Trump, on his first day as president, halted a planned rate cut for government-backed mortgage insurance, Carlos Fernandez was worried about what it meant for his plans to finally buy a home. He even tweeted a plea for information:



Carlos A. Fernandez @notjustdrums

Mortgage and Real Estate experts! I need to know if after Trump's FHA decisions if I'll still be able to buy a house this year.

10:45 AM · Jan 23, 2017

See Carlos A. Fernandez's other Tweets

# Yes, facts still matter

**URBAN INSTITUTE** ELEVATE · THE · DEBATE

URBAN WIRE DATA/VIZ FEATURES POLICY DEBATES IN THE FIELD

ARTICLE

## The Impact of the AHCA on Federal and State Medicaid Spending and Medicaid Coverage: An Update



John Holahan, Linda J. Blumberg, Matthew Buettgens, Clare Wang Pan

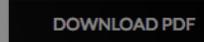
June 16, 2017

**URBAN INSTITUTE** ELEVATE · THE · DEBATE

URBAN WIRE DATA/VIZ FEATURES POLICY DEBATES IN THE FIELD PARTNER PROJECTS

BRIEF

## State-by-State Coverage and Government Spending Implications of the Better Care Reconciliation Act



Linda J. Blumberg, Matthew Buettgens, John Holahan, Bowen Garrett, Robin Wang

June 28, 2017

POLICY-ISH

## House To Vote On GOP Health Care Bill Thursday With Leadership Sure Of Support

May 3, 2017 · 5:17 PM ET



House Majority Leader Kevin McCarthy, seen walking to the House chamber on Wednesday, says he has the votes needed to pass the GOP health care bill on Thursday.

Eric Thayer/Getty Images

## Trump, GOP cutting holes in family health safety nets

By Will Kane, Common Sense News

Updated 1441 GMT (2241 HKT) April 19, 2017



Medicaid changes could yank kids' dental care 04:05

Story highlights

Trump and Congress have plans to remake Medicaid, food stamps and rental assistance

Switching from federal entitlements to state block grants could restrict services and increase waits

(CNN) — Nearly two years ago Abby Holmes and her husband Jeremiah left their home and jobs in Brooklyn for Columbus, Ohio.

Between 45% rent hikes and hyper-competitive hunts for a preschool for their son, the couple were ready to leave behind the big city life.

3



Kathy Edin

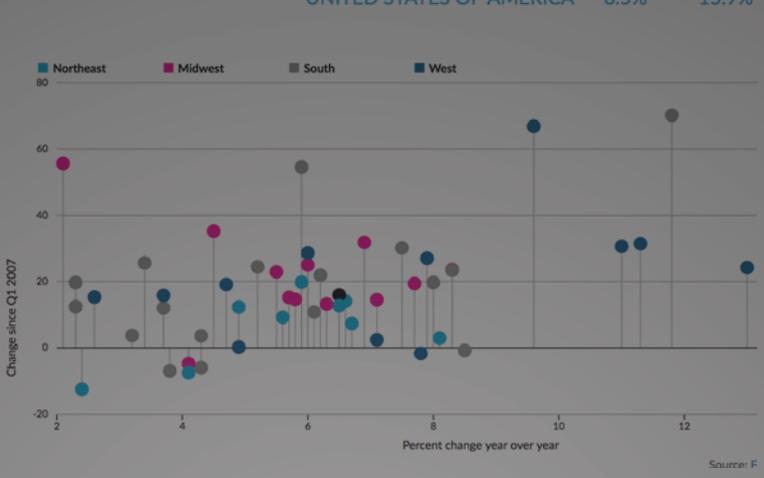


Raj Chetty

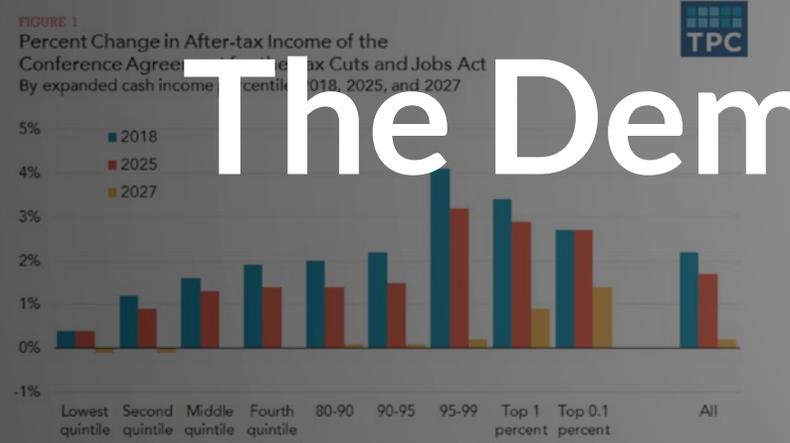


Matthew Desmond

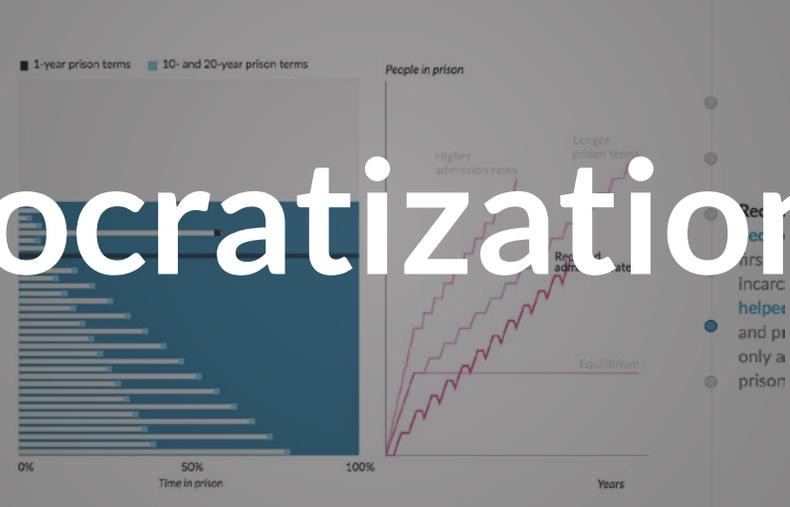
# Yes, facts still matter



99th percentiles of the income distribution. On average, in 2027 taxes would change little for lower- and middle-income groups and decrease for higher-income groups. Compared to current law, 5 percent of taxpayers would pay more tax in 2018, 9 percent in 2025, and 53 percent in 2027.



The Tax Policy Center has also released an analysis of the macroeconomic effects of the Tax Cuts and Job



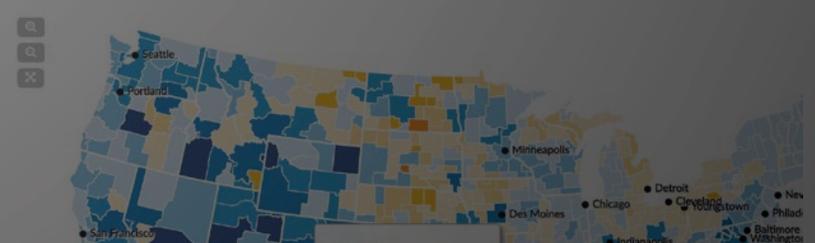
Prison Population Forecaster

Last updated: September 6, 2018

Population

Cost

Racial and ethnic makeup of the prison population



# The Democratization of Data



# Storytelling



## Facts don't always change minds...but stories might

*“Having the data on your side is not always enough. For better or for worse, emotions may be the key to changing minds.”*

- Hidden Brain, March 2017



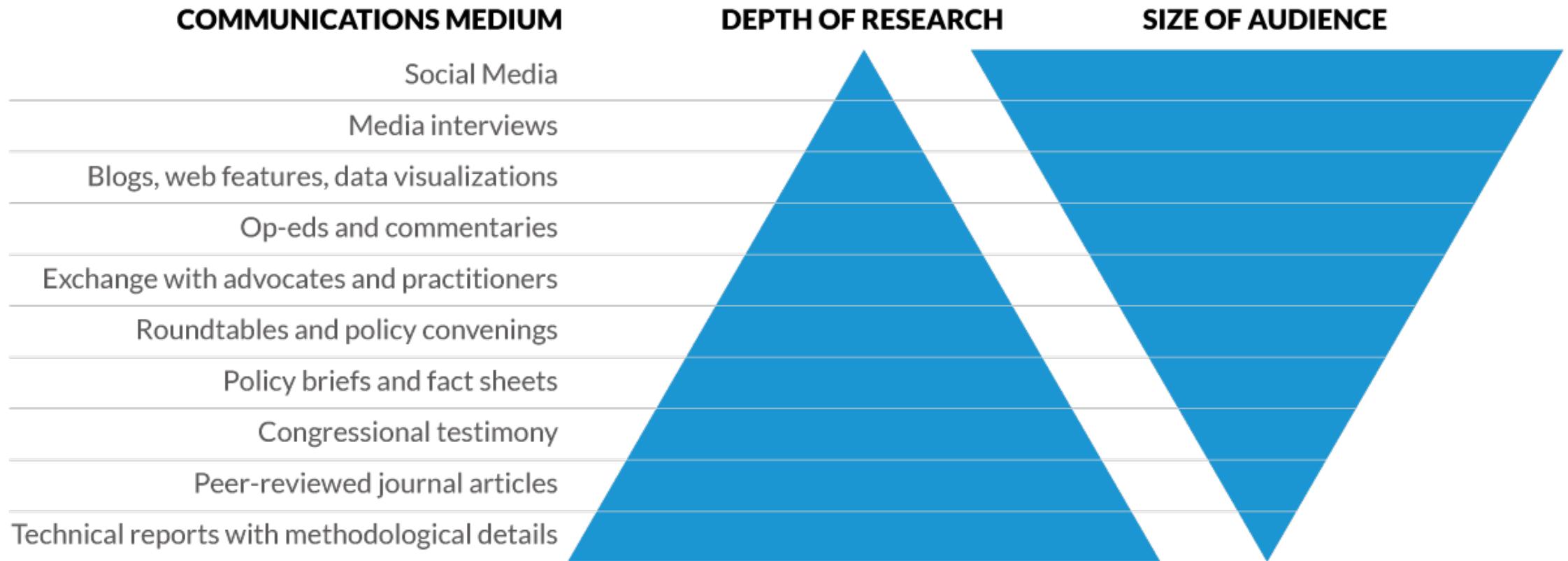
**1. Know your audience**

**2. Prepare your evidence-based insights  
and takeaways**



# Audience and Products

The bigger the audience, the more accessible the product must be.



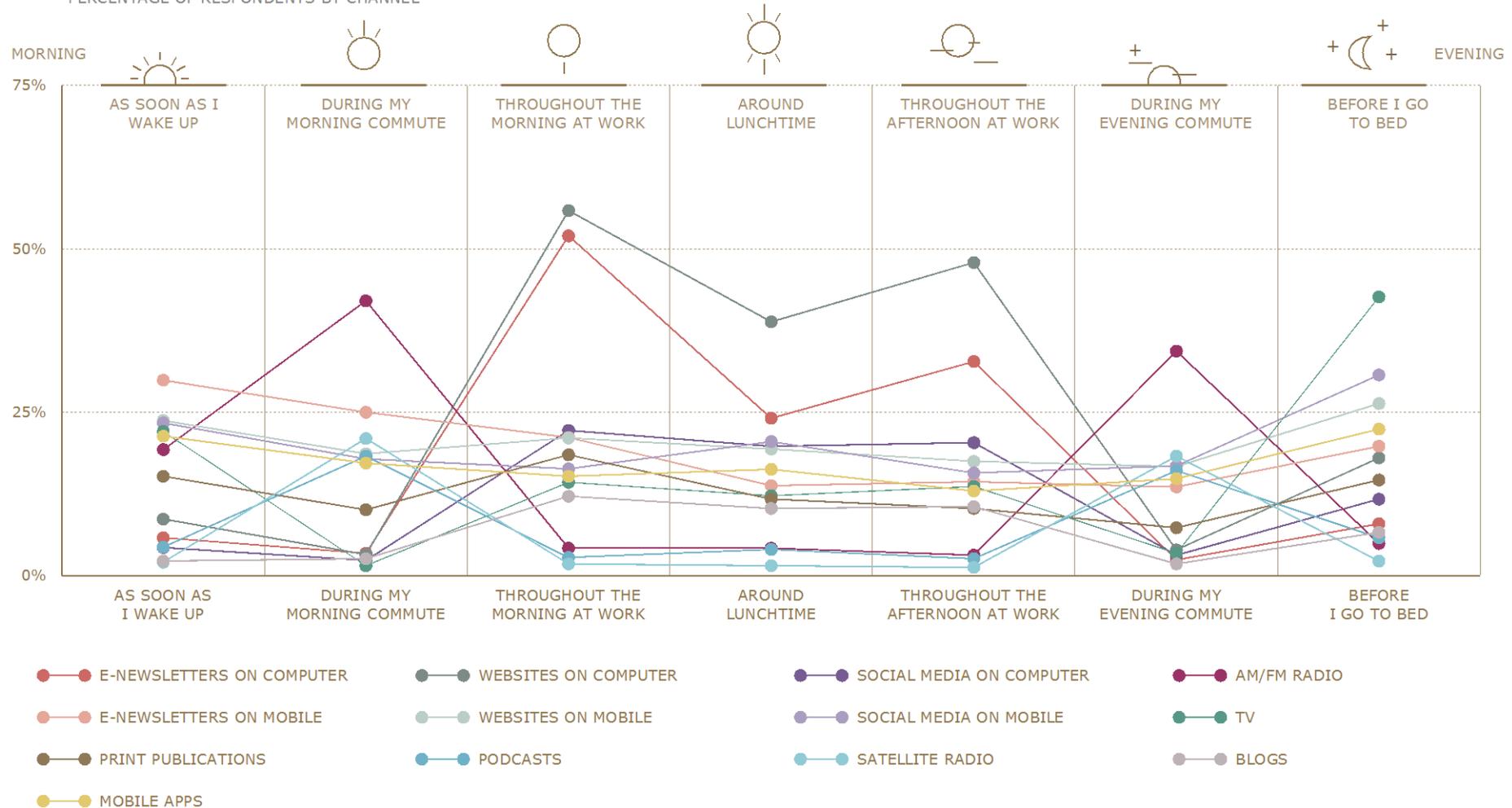
# Takeaways: What's the one thing I hope people remember?

- How would you explain your research to your mom, your neighbor, or at a party?
- If you were writing the headline and lead paragraph for this story, what would it say?
- Is there a standout statistic that helps convey the significance of your findings?
- Why should I care? Why should they care?

# A Day in the Life of a Washington Insider in 2018

## Channels used for Washington News and Information Throughout the Workday

PERCENTAGE OF RESPONDENTS BY CHANNEL



Source: Washington in the Information Age 2018; National Journal research and analysis.

# What to expect today

- Hear from policymakers and journalists
- Learn more about tools for digital outreach, data visualization, and media interviews
- Practice your evidence-based insights and takeaways
- Develop your own plan for policy impact



# Digital Communications Strategy

Making quality connections in a digital world



NEWPORT  
FILTER CIGARETTES

Refreshes  
the way you  
take a cigarette

TASTE OF MINT

OFF THE DOORS

With Point Susperts, Going  
Great Cars - Running Ten

The Star

NEW YORK  
THIS





2000 10000  
PROGRESSION

WHEEL OF FORTUNE



2000 10000  
PROGRESSION

WHEEL OF FORTUNE



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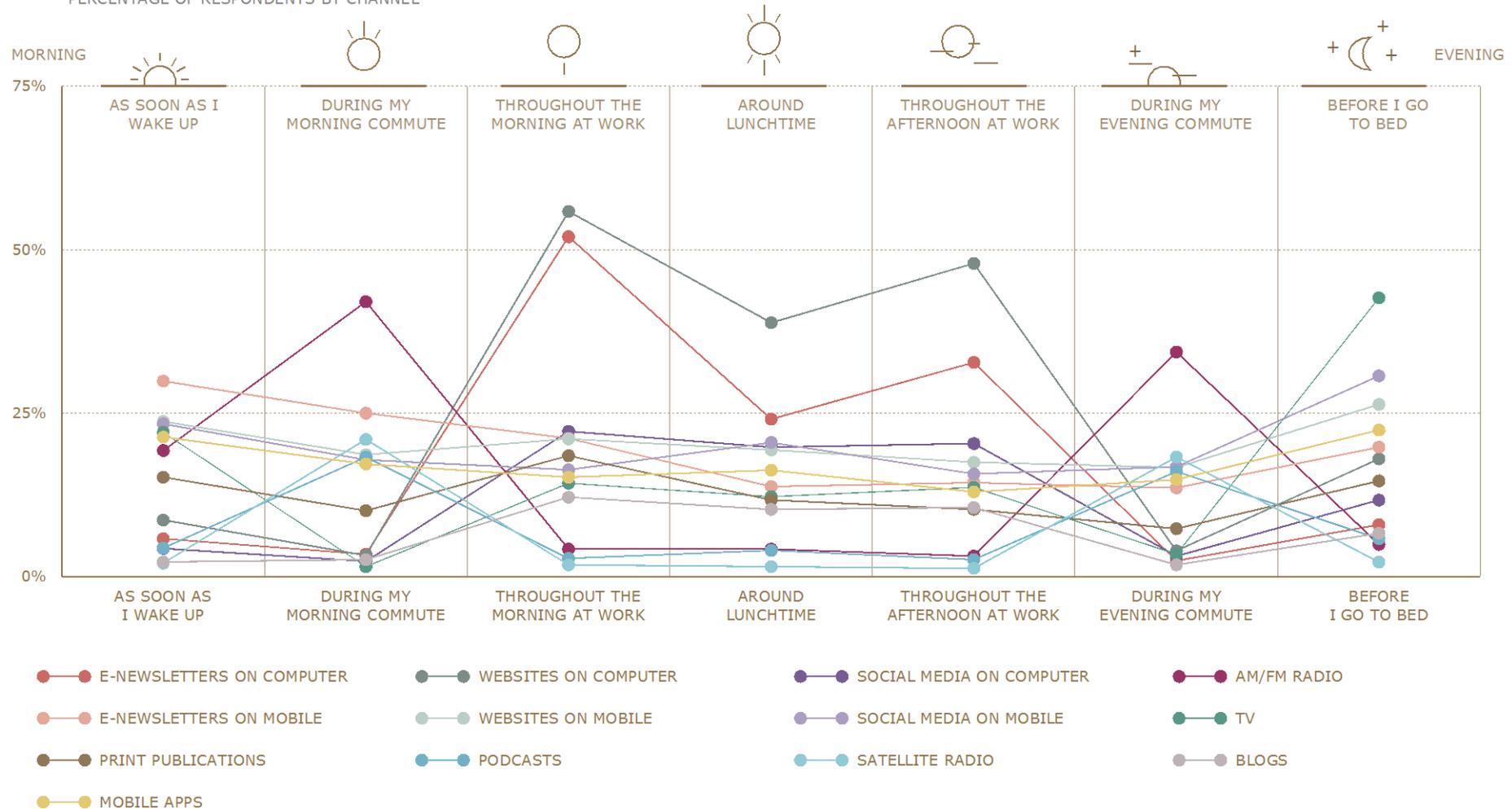
2000 10000  
PROGRESSION



# A Day in the Life of a Washington Insider in 2018

## Channels used for Washington News and Information Throughout the Workday

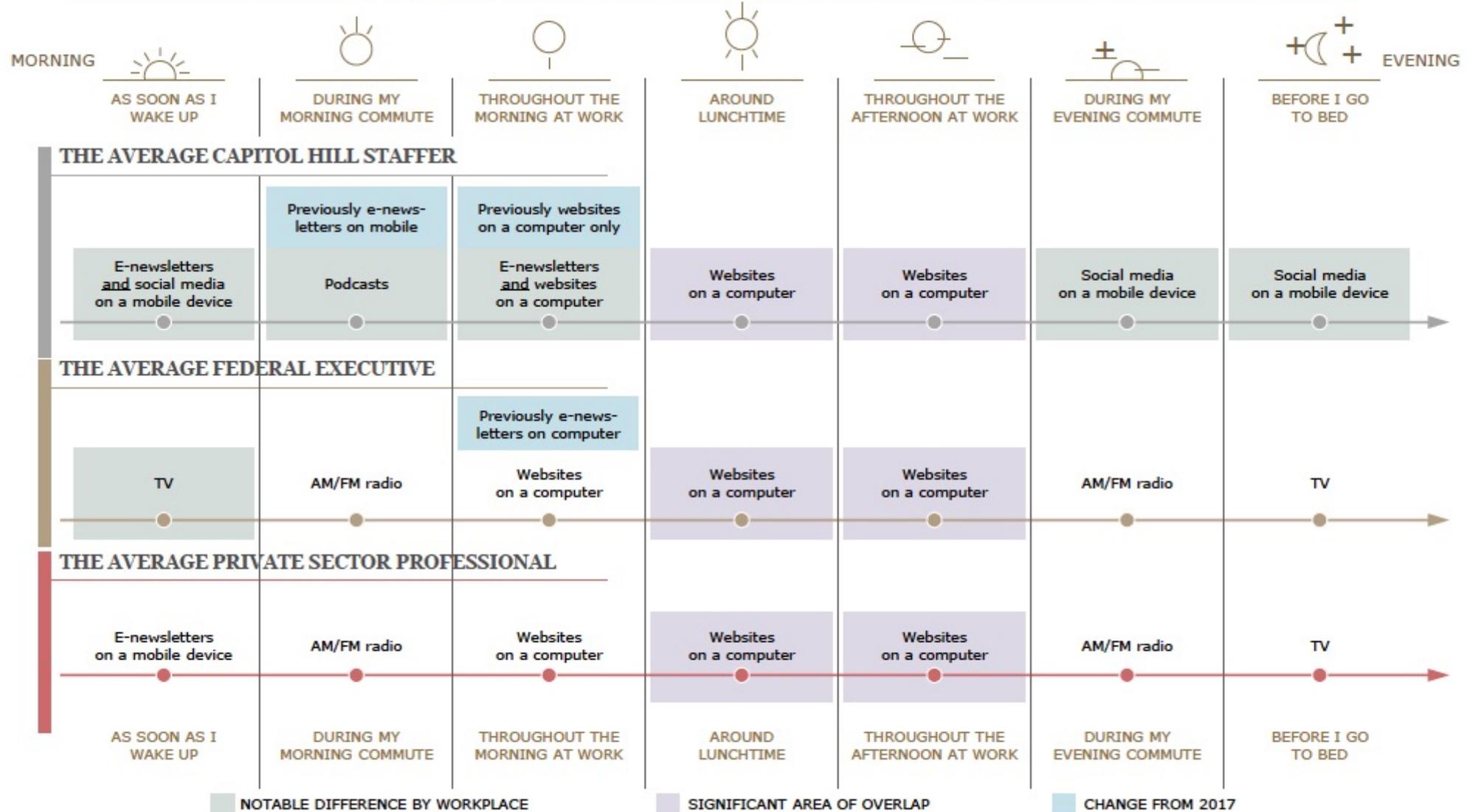
PERCENTAGE OF RESPONDENTS BY CHANNEL



Source: Washington in the Information Age 2018; National Journal research and analysis.

# A New Morning

Targeting a continued challenge, greatest variation in consumption channels occurs in the AM hours





*"Congressional staff – a largely millennial crowd – want access to everything on their mobile devices. Even in-depth information. Other workplaces, remain platform agnostic – for now."*

– National Journal's Washington in the Information Age, 2018

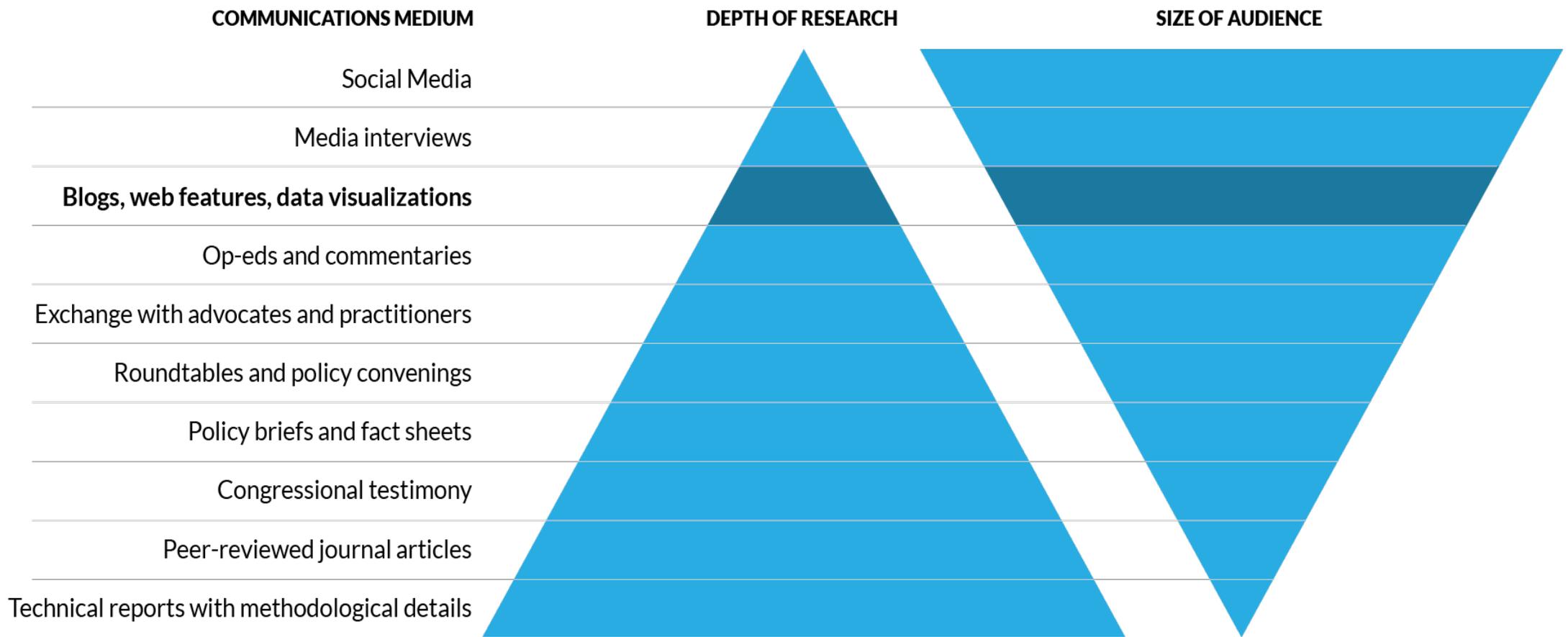




# Creating Digital Content



# A Digital Communications Strategy





# Policy Briefs and Fact Sheets

## Pros:

- Easier to digest (especially fact sheets)
- Audience focused
- Awesome leave behind

## Cons:

- Generally not a digital product
- Not written for online audiences
- Not consumable on a mobile device



# Why blog posts are better

- They are digitally native content that online audiences expect and can use
- Engage and educate a broader audiences including the media, lawmakers, or advocates
- Create community on your topic over a long period of time



# Why is digital content different?

- Internet users scan first and read later
- Mobile users will scroll to the bottom and move back to the top
- People scan in an “F” pattern
- Average time on page is a little over two minutes





# Blogging tactics

- Write in a way that's different from a research publication
- Have one point per post
- Expand on your findings
- Preview your findings or talk about your research process
- Dive into one finding and make a policy recommendation
- Explain multiple findings and what they mean for the field
- Make it shareable

# Examples of policy-focused blogs

- Policies for Action (*P4A Spark*)
- Marginal Revolution
- Greg Mankiw
- SCOTUSBlog
- Grits for Breakfast
- Health Affairs

The screenshot shows the homepage of the 'Policies for Action' website. The header includes the title 'Policies for Action' with the tagline 'Policy and Law Research to Build a Culture of Health' and 'A Robert Wood Johnson Foundation Program'. A navigation menu contains links for Home, About Us, What is a Culture of Health?, Funding, Research and Publications, and Blog. A search bar is located on the right. Below the navigation is a large banner image of a sparkler with the text 'P4A Spark' and three dropdown filters: '- Any Action Area -', '- Any Issue Area -', and '- Any Article Type -'. The main content area features a photograph of a healthcare worker in blue scrubs and a mask administering a vaccine to a young child in a yellow shirt. Below the photo is the text 'COMMENTARY' and the title 'What California's 2015 Measles Outbreak Can Teach Us About Vaccine Policy'. The byline reads '2.28.2019 / By Avi Dor, Ali Moghtaderi, Chelsea Richwine'. The introductory paragraph states: 'To find out whether California's 2016 repeal of non-medical exemptions was associated with an increase in uptake of vaccines required for school entry, P4A researchers at George Washington University evaluated California's new policy and tracked vaccination rates from 2012 to 2017. While vaccination coverage rose, the policy came with unintended consequences.' A 'Read more' button is positioned at the bottom of the article preview. On the right side of the page, there is a 'FOLLOW US' section with social media icons for LinkedIn, Twitter, and Email. Below that is a 'Sign up for our newsletter' button. The 'AUTHOR SPOTLIGHT' section features a profile for Benjamin Sommers, Professor of Health Policy and Economics at Harvard T.H. Chan School of Public Health. The 'FEATURED BLOG SERIES' section highlights 'Turning research into action' with a sub-section 'Perspectives on Cross-Sector Collaboration from Academia and Government' by Kacie Dragan, dated 10.31.2018.



# Podcasts

*“Podcasts appear to be a viable new information source. Particularly popular among **mobile, ever-multitasking millennial insiders**, podcasts reflect an opportunity to gain **subject matter depth**. Podcasts can provide the opportunity for **a 30-minute deep dive on an issue**, where many other methods can’t.”*

– National Journal's Washington in the Information Age, 2018



# Podcasts to consider

- Health Affairs podcasts
- The Healthcare Policy Podcast
- TEDTalks Health
- Vox's "The Impact"
- Urban Institute's "Critical Value"
- Brookings institution podcasts



# Distributing Your Content



# Using social media platforms for work in Washington

- LinkedIn: 48 percent
- Twitter: 40 percent
- Facebook: 33 percent

*National Journal's "Washington in the Information Age," 2018*



# Twitter

*“Twitter remains the most widely used platform for most activities.”*

- Discover News and Information: 76 percent
- Monitor Conversations and Trends: 71 percent
- Discover others’ opinions or perspectives: 64 percent

*National Journal’s “Washington in the Information Age,” 2018*



# LinkedIn

- Build my own brand in Washington: 43 percent
- Monitor conversations and trends: 35 percent
- Build my organization's brand in Washington: 34 percent

*National Journal's "Washington in the Information Age," 2018*

# Facebook

Using Facebook to share and monitor conversations has fallen considerably over the last several years.

*“I use Facebook to share information **with friends, not colleagues,** and **Twitter exclusively for work** to amplify or comment on news I think is important or interesting.”*

*National Journal’s “Washington in the Information Age,” 2018*

# Social media use is strong inside the beltway, but trust is eroding

*“Social Media is an important part of my work:”*

- 2017: 51 percent
- 2018: 30 percent

*National Journal’s “Washington in the Information Age,” 2018*



# Social media use is strong inside the beltway, but trust is eroding

*“Social media will be important to my job in  
the next 1-2 years:”*

- 2017: 50 percent
- 2018: 26 percent

*National Journal’s “Washington in the Information Age,” 2018*

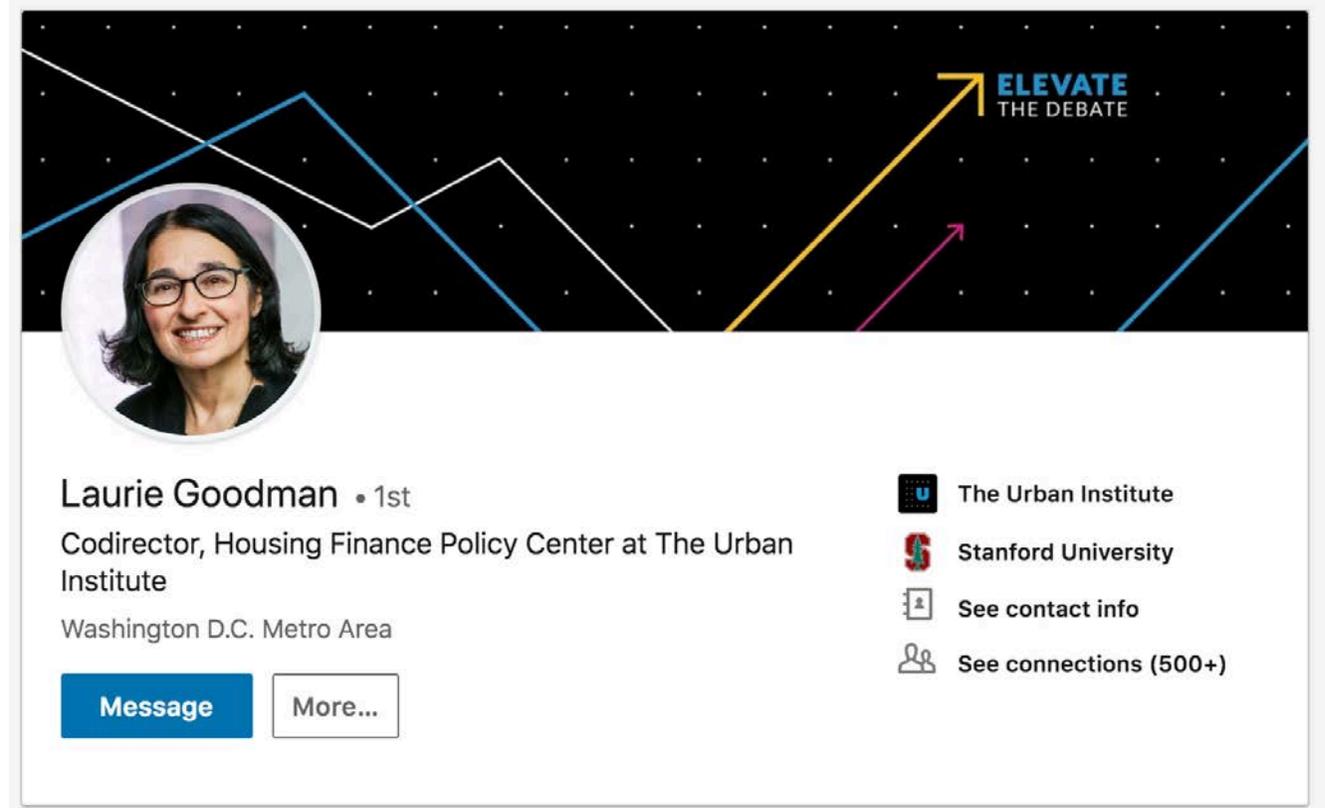
# Twitter

- Real-time information network
- Users post 280-character updates, or “tweets”
- Not just text: Links, images, videos, and more.



# LinkedIn

- A professional place to develop content
- Share blog-length posts and ideas
- Share your work and connect with colleagues.

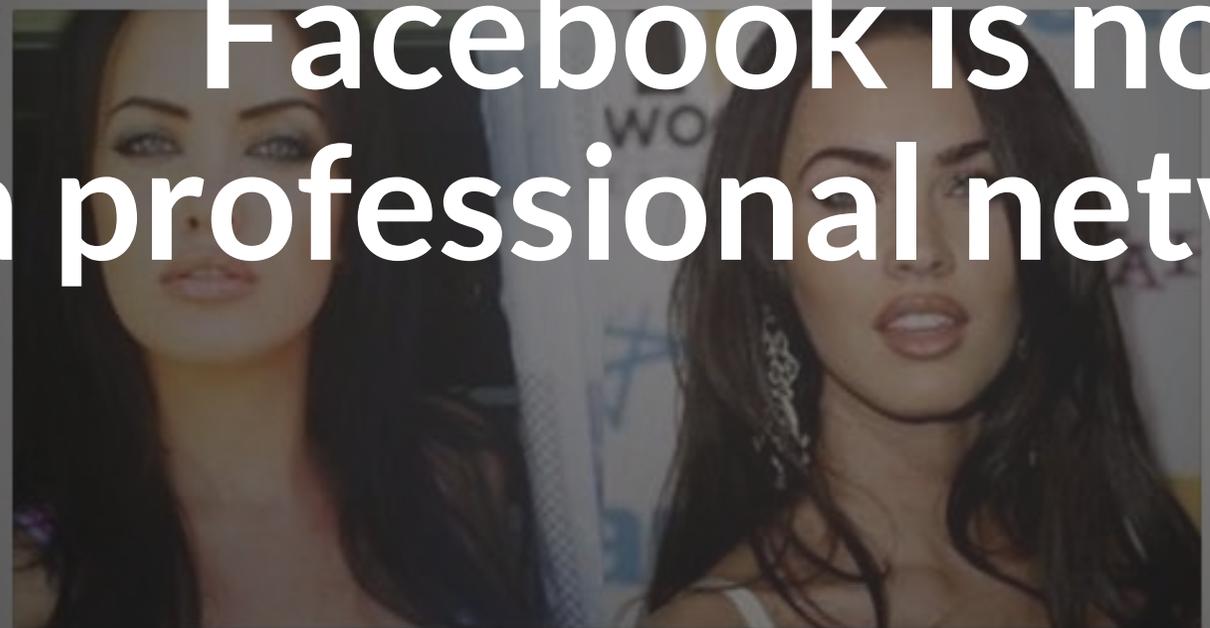


 Like  Comment  Share  Buffer

129 Likes  
21 Comments

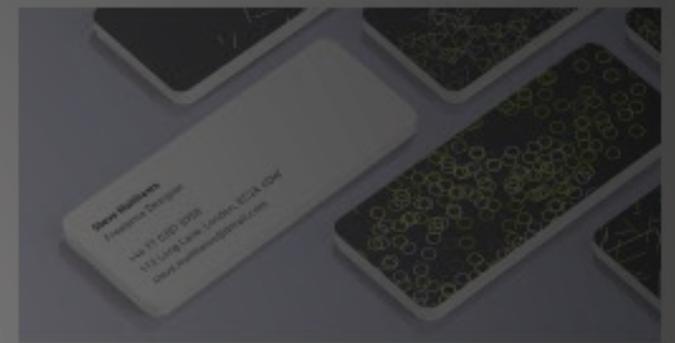
 **Maria Fisher**  
Yesterday at 1:52pm · Playbuzz · Edited · 

I got Beyonce... I think this didn't work so well for me.

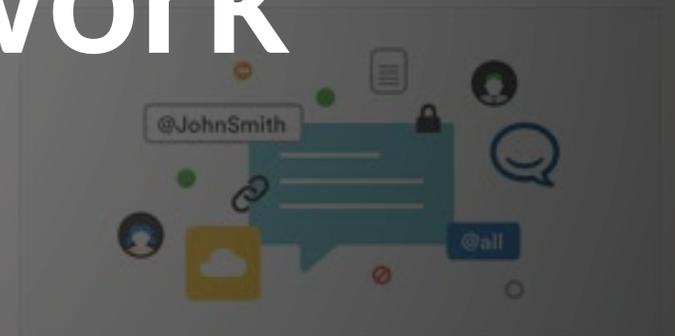


**Who Is Your Celebrity Doppelganger?**  
It's Doppelganger Week so you know you want to find out which celebrity you look like.

SPONSORED  Create Ad



**MiniCards by MOO**  
moo.com  
Show your creative side. Use your own designs or choose from one of our design templates.



**Bring Your Team to Life**  
hipchat.com  
Make quick decisions using group chat, video and file sharing. Start chatting, it's free!

# Facebook is not a professional network

# What is Twitter good for?

- Connecting with reporters, peers, and other influencers
- Keeping up with news and info from your field
- Positioning yourself as a curator of interesting, relevant content and analysis
- Connecting with colleagues
- Promoting your own content
- Search engine optimization

# Connecting with journalists and peers



**Joshua Holland** ✓ @JoshuaHol · Mar 8

All 12 states mentioned in this piece are governed by Republicans. Is it really that they can't adequately fund their social services, or refuse to because of their ideological priors?

**Richard C. Auxier** @richardcauxier

After reading @dylanmatt analysis of the "heartland" study, worth considering @urbaninstitute report on state fiscal capacity. In short: poorer states need more services but they can't adequately fund them b/c they're poor. vox.com/2018/3/8/17093...

Show this thread

1 4 10



**Richard C. Auxier** @richardcauxier · Mar 8

Policy decisions obviously play a huge role in outcomes. But the @urbaninstitute study is about \*relative\* resources & needs. Massachusetts has a lot of resources & little need. Mississippi is the opposite. If they made same policy choices, MA could do more.

2 1



**Joshua Holland** ✓

@JoshuaHol

Following

Replying to @richardcauxier @urbaninstitute

Thanks.

2:51 PM - 8 Mar 2018



**Madeline Brozen**

@Maddz4planning

Following

TY to @urbaninstitute, @MyHomeMatters and @sarah\_Strochak for your article about the black homeownership gap. Great insight, map, table and charts. Teaching this in GIS class tonight



**Mapping the black homeownership gap**

In February, Urban Institute researchers writing on Urban Wire will explore racial disparities in housing and criminal justice and the structural barriers that continue to urban.org

10:54 AM - 18 Apr 2018

4 Likes



4

# Connecting with influencers



**deray** ✓

@deray

Following

Replying to @eveewing

I'm not sure that I ever suggested that the racial wealth gap was esoteric. I did, tho, suggest that it's not being discussed in public as it should. Either way, I love this analysis:



**Nine Charts about Wealth Inequality in America (Updated)**

These nine charts illustrate what's behind growing wealth disparities, particularly the racial wealth gap, in America.

[apps.urban.org](https://apps.urban.org)

3:09 PM - 5 Mar 2018

5 Retweets 15 Likes



2 5 15



**Senator Patty Murray** ✓

@PattyMurray

Follow

This is some of the clearest evidence we have yet that Republicans' politically-motivated health care sabotage is driving up health care costs for families. [urban.org/research/publi](https://urban.org/research/publi)

...

4:52 PM - 26 Feb 2018

74 Retweets 111 Likes



30 74 111

# Connecting with the media

Get There • Perspective

## Black homeownership is as low as it was when housing discrimination was legal

By Michelle Singletary April 5 [Email the author](#)

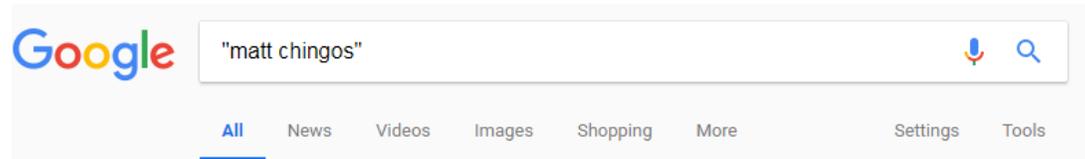
I was scrolling through my Twitter feed and was stopped cold by a tweet about black homeownership rates.

The tweet said the gains made since the passage of the Fair Housing Act in 1968 have all been erased.



That tweet took me to a blog post by Margery Austin Turner, senior vice president for program planning and management at the Urban Institute. She was putting into perspective how far we've come in housing discrimination in 50 years.

# Search engine optimization



About 6,530 results (0.46 seconds)

## Matthew Chingos | Biography | Urban Institute

<https://www.urban.org/author/matthew-chingos>

Matthew M. Chingos is director of the Urban Institute's Education Policy Program, which undertakes policy-relevant research on issues from prekindergarten through postsecondary education. Current research projects examine universal prekindergarten programs, school choice ...

## Matthew M. Chingos

[www.mattingos.com/](http://www.mattingos.com/)

Matthew M. Chingos is director of the Urban Institute's Education Policy Program, which undertakes policy-relevant research on issues from prekindergarten ...

## Matt Chingos (@chingos) | Twitter

<https://twitter.com/chingos?lang=en>

The latest Tweets from **Matt Chingos** (@chingos). Director of Urban Institute's Education Policy Program. DCPS parent. Author of GAME OF LOANS ...

## Matthew M. Chingos - Brookings Institution

<https://www.brookings.edu/experts/matthew-m-chingos/>

Matthew M. Chingos is director of the Urban Institute's Education Policy Program, which undertakes policy-relevant research on issues from prekindergarten ...

## Matt Chingos - SUNY

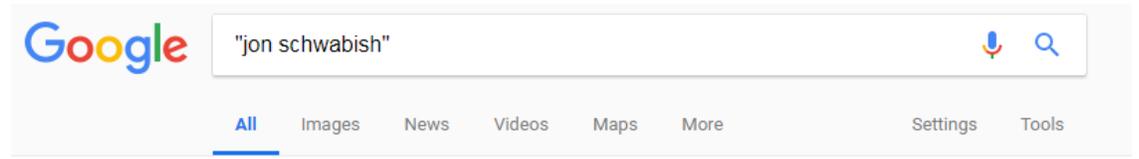
<https://www.suny.edu/sunycon/2016/speakers/matt-chingos/>

**Matt Chingos** headshot . Matthew M. Chingos is a Senior Fellow at the Urban Institute, where he studies a wide range of education-related topics at both the ...

## [PDF] Matthew M. Chingos - House Committee on Education and the ...

[https://edworkforce.house.gov/uploadedfiles/chingos\\_written\\_testimony.pdf](https://edworkforce.house.gov/uploadedfiles/chingos_written_testimony.pdf)

Mar 21, 2017 - I am an education policy researcher at the Urban Institute here in Washington, DC. and



About 5,290 results (0.47 seconds)

## Jon Schwabish (@jschwabish) · Twitter

<https://twitter.com/jschwabish>

I'm super proud to support the #openvisconf Diversity Scholarship again this year. I'm fortunate enough to be able to do this, so I want to give my thanks to everyone for helping to support my work.

[pic.twitter.com/VsormIN...](https://pic.twitter.com/VsormIN...)

4 hours ago · [Twitter](#)

If you want to support @puddingviz, here is the signup page: [www.patreon.com/thepudd...](http://www.patreon.com/thepudd...) #openvisconf

4 hours ago · [Twitter](#)

Big props to all the #openvisconf organizers--esp @arnicas--for putting on a great conference this year. 🙌🙌🙌🙌🙌🙌

5 hours ago · [Twitter](#)

## Home - Policy Viz

<https://policyviz.com/>

Podcast · Blog · Services · Speaking · Workshops · Public Workshops · Data Analysis · Better Presentations · Better Presentations · Book Materials ...

[About](#) · [Better Presentations](#) · [Blog](#) · [Podcast](#)

## About - Policy Viz

<https://policyviz.com/about/>

In graduate school, I wasn't taught how to code or how to be a good writer, how to present my research, or how to make better graphs. School was for learning ...

## Jonathan Schwabish | Biography | Urban Institute

<https://www.urban.org/author/jonathan-schwabish>

Jonathan Schwabish is a senior fellow in the Income and Benefits Policy Center at the Urban Institute.



# How to be good at Twitter

- Maintain a voice and identity
- Be a source of ideas, a curator of content, good original concepts, humor, and expertise in your field
- Hone your insights, your ideas, your narrative, the things you're known for
- Be thoughtful about who you follow and how you position yourself and participate in the dialogue



# Policy Twitter All-Stars

- Harold Pollack (@haroldpollack)
- Damon Jones (@Nomadj1s)
- Stephanie Kelton (@StephanieKelton)
- Matt Chingos (@Chingos)
- Nicole Barbaro (@NicoleBarbaro)
- Matthew Martin (@Hyperplanes)



# Newsletters: Everything old is new again

- Delivers content consistently and directly to your audience
- You know it's being seen (even if it's not opened)
- Creates a more personal connection
- Subscribers are opt-in
- Can create discipline and consistent schedules
- Provides freedom to write what you want

# Newsletter Platforms

- TinyLetter
- MailChimp
- Revue
- Substack



# Writing a personal newsletter

- Concentrate on text and not design
- Link to your content and interesting content from around the web
- Personal tone
- Consistent theme/format and schedule

# Tying it all together

- Create digital content based on your research
- When possible, think mobile first (a .PDF is not digital content)
- Distribute that content to a targeted audience through multiple, but select, digital channels
- Only use the tools you enjoy using
- Quality connections over quantity of connections





# Principles of Data Visualization

Why to visualize, and how to do it well

# Why Visualize?

### Anscombe's quartet

I		II		III		IV	
x	y	x	y	x	y	x	y
10.0	8.04	10.0	9.14	10.0	7.46	8.0	6.58
8.0	6.95	8.0	8.14	8.0	6.77	8.0	5.76
13.0	7.58	13.0	8.74	13.0	12.74	8.0	7.71
9.0	8.81	9.0	8.77	9.0	7.11	8.0	8.84
11.0	8.33	11.0	9.26	11.0	7.81	8.0	8.47
14.0	9.96	14.0	8.10	14.0	8.84	8.0	7.04
6.0	7.24	6.0	6.13	6.0	6.08	8.0	5.25
4.0	4.26	4.0	3.10	4.0	5.39	19.0	12.50
12.0	10.84	12.0	9.13	12.0	8.15	8.0	5.56
7.0	4.82	7.0	7.26	7.0	6.42	8.0	7.91
5.0	5.68	5.0	4.74	5.0	5.73	8.0	6.89

Mean of x: 9

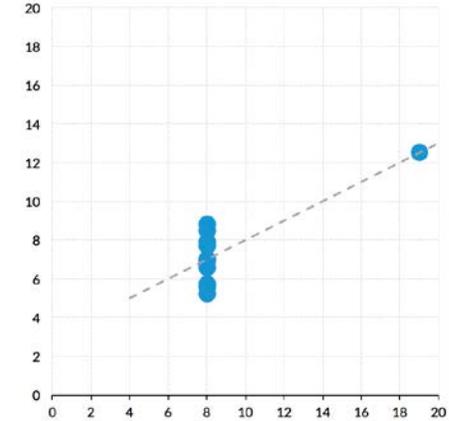
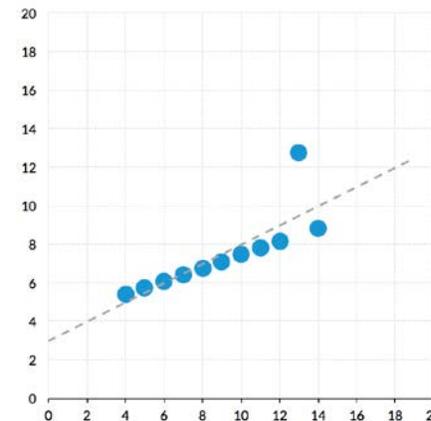
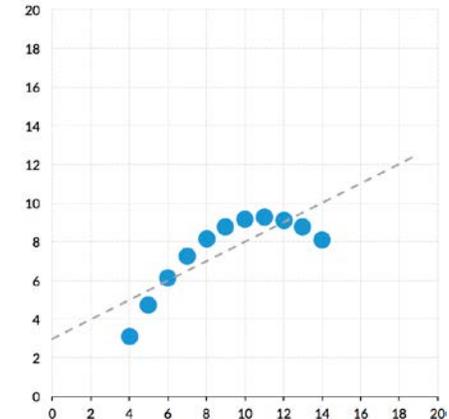
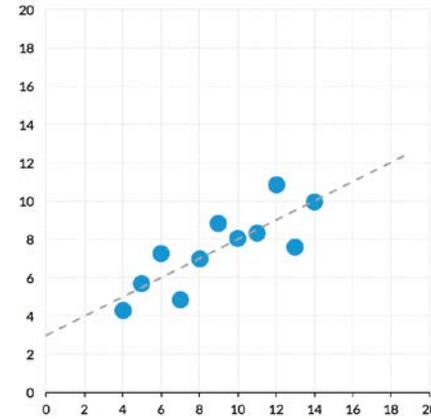
Variance of x: 11

Correlation coeff: 0.816

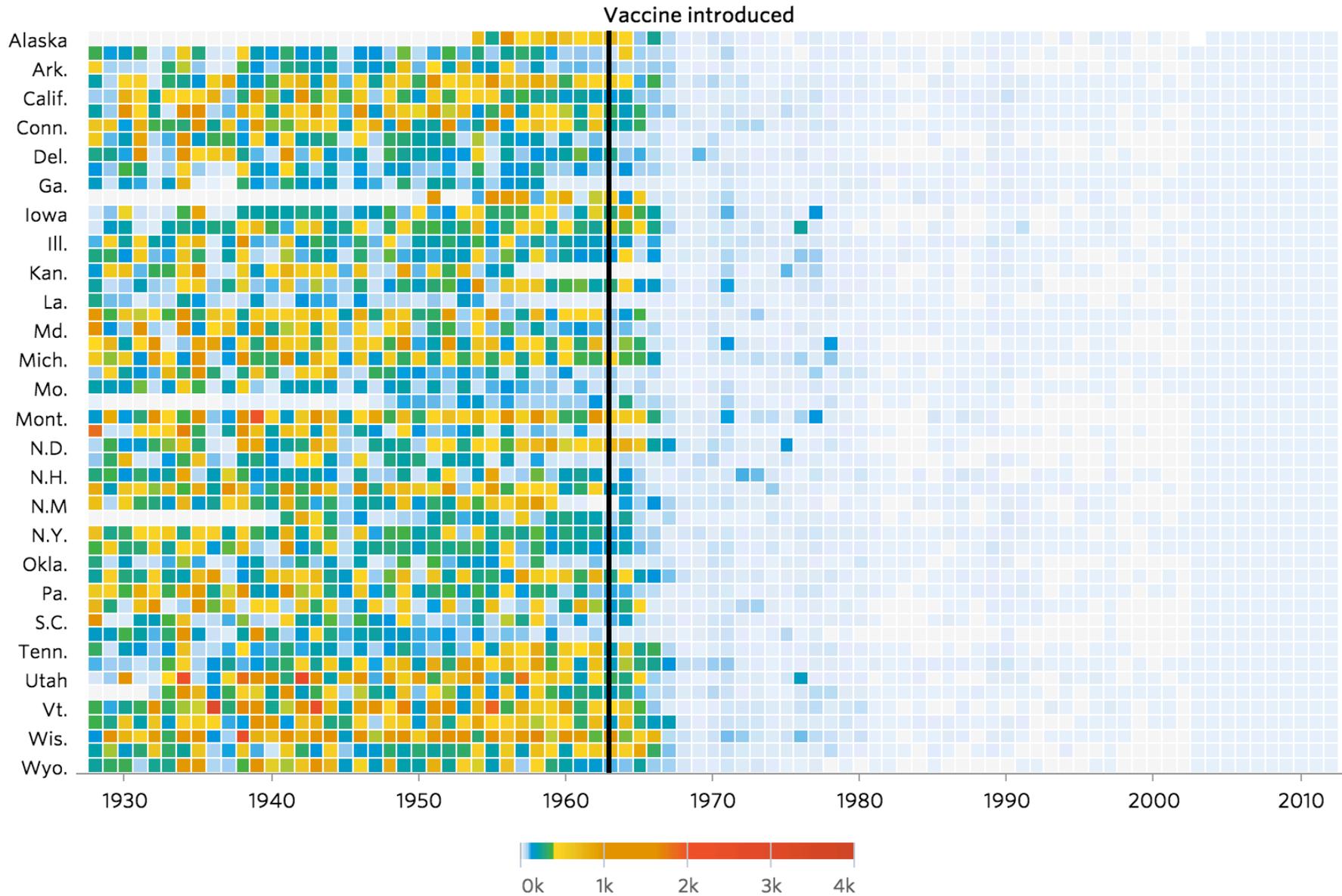
Linear regression:  $y = 3.00 + 0.500x$

Mean of y: 7.50

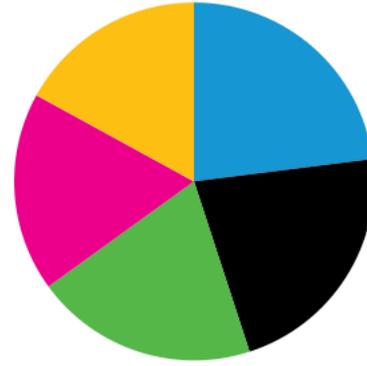
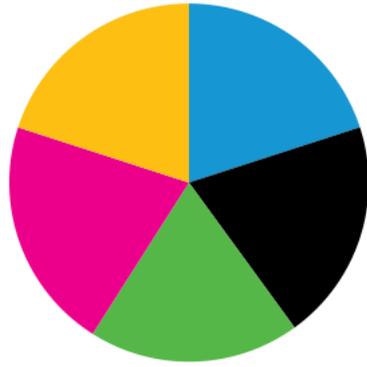
Variance of y: 4.12

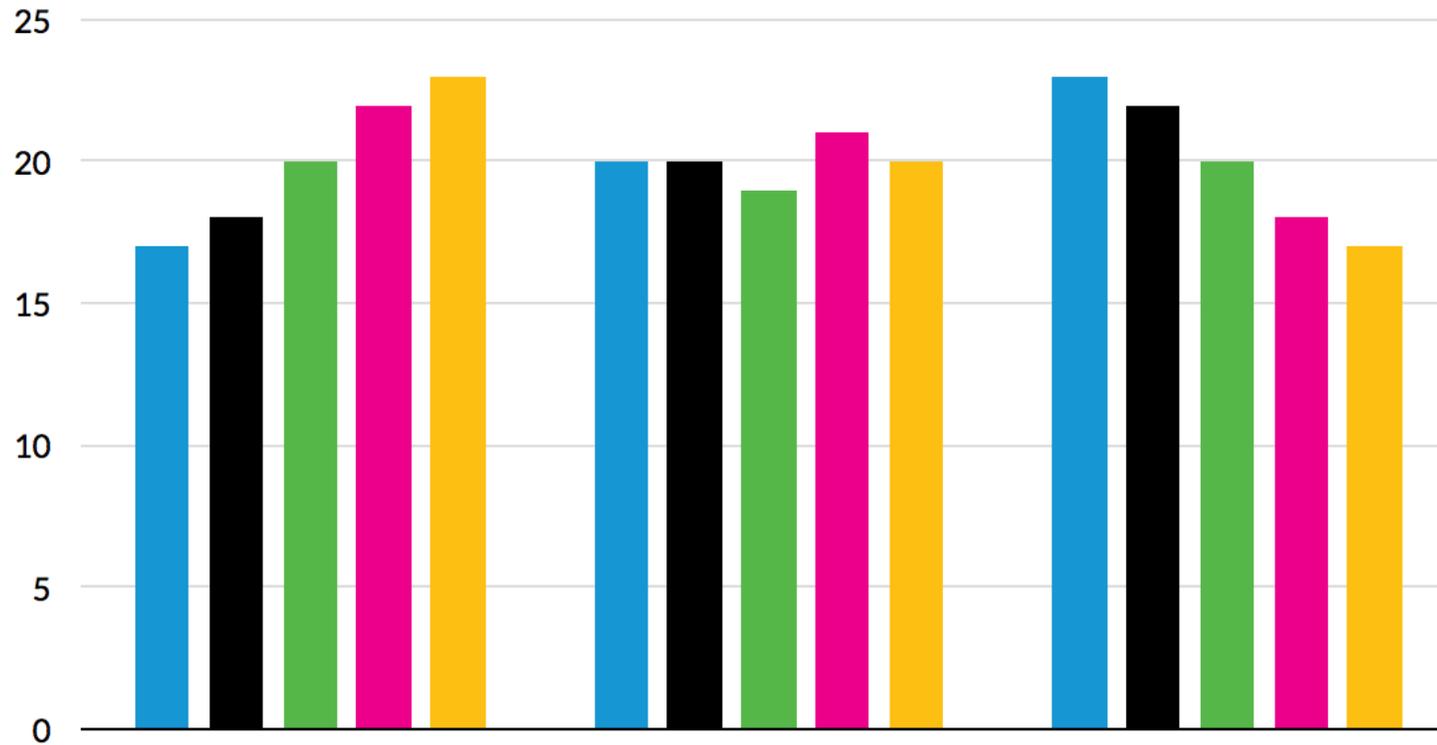


# Measles

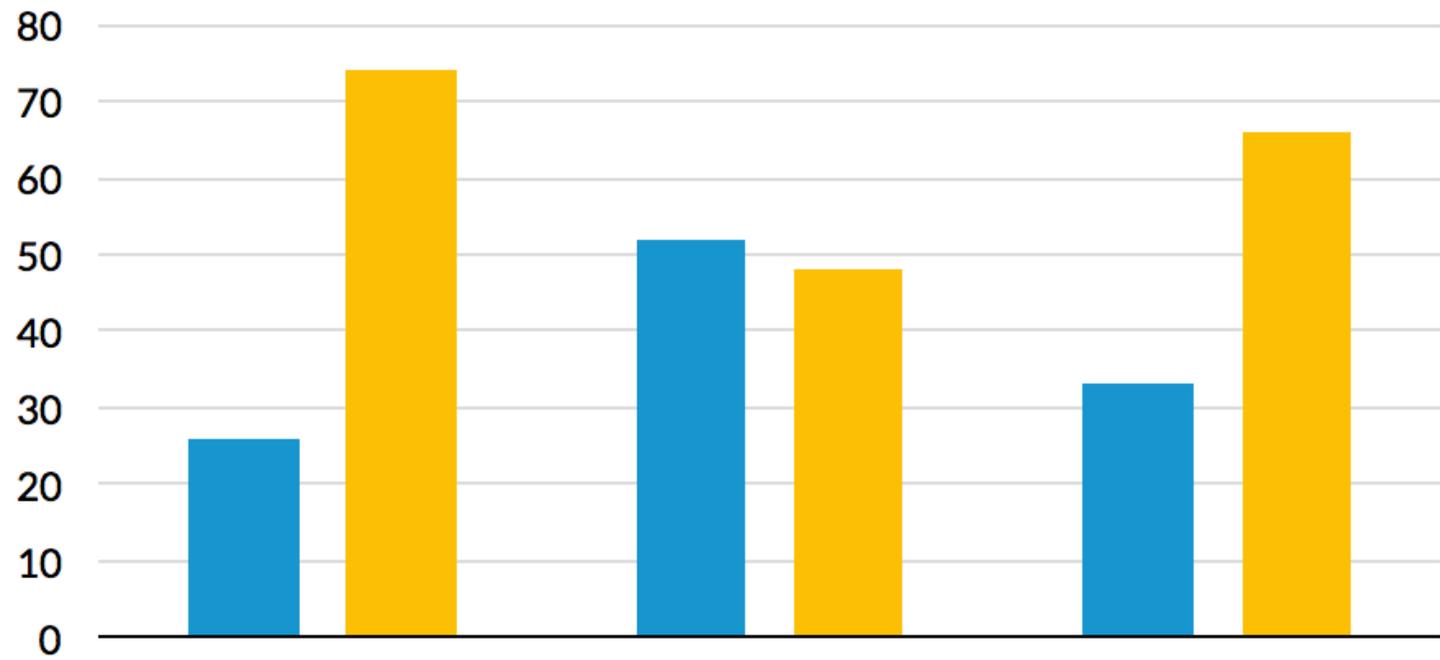


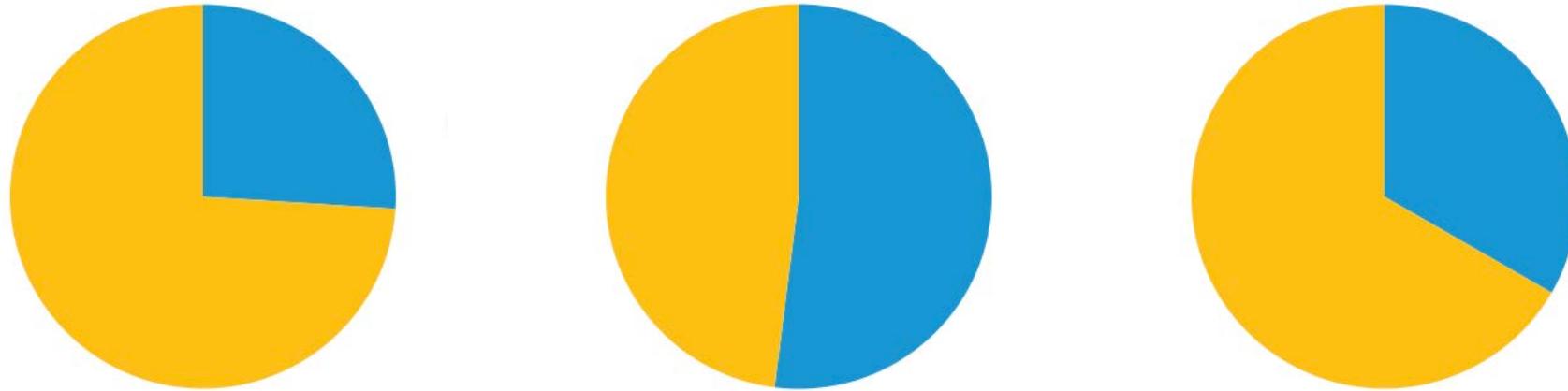
# Visual Perception





*Judgments of Change and Proportion in Graphical Perception. J.G. Hollands and Ian Spence, 1992.*



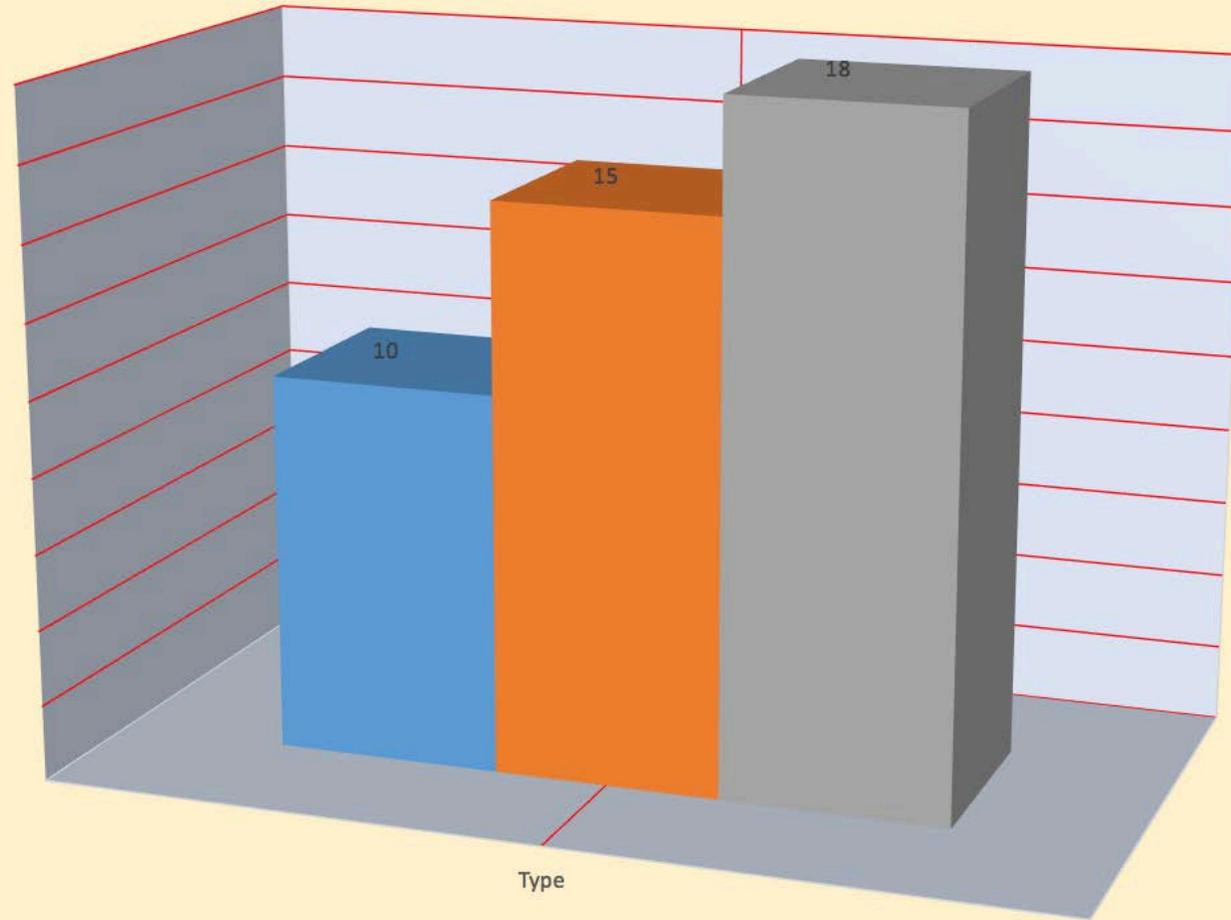


*The relative merits of circles and bars for representing component parts.  
Walter Crosby Eells, 1926.*

# Visual Hierarchy

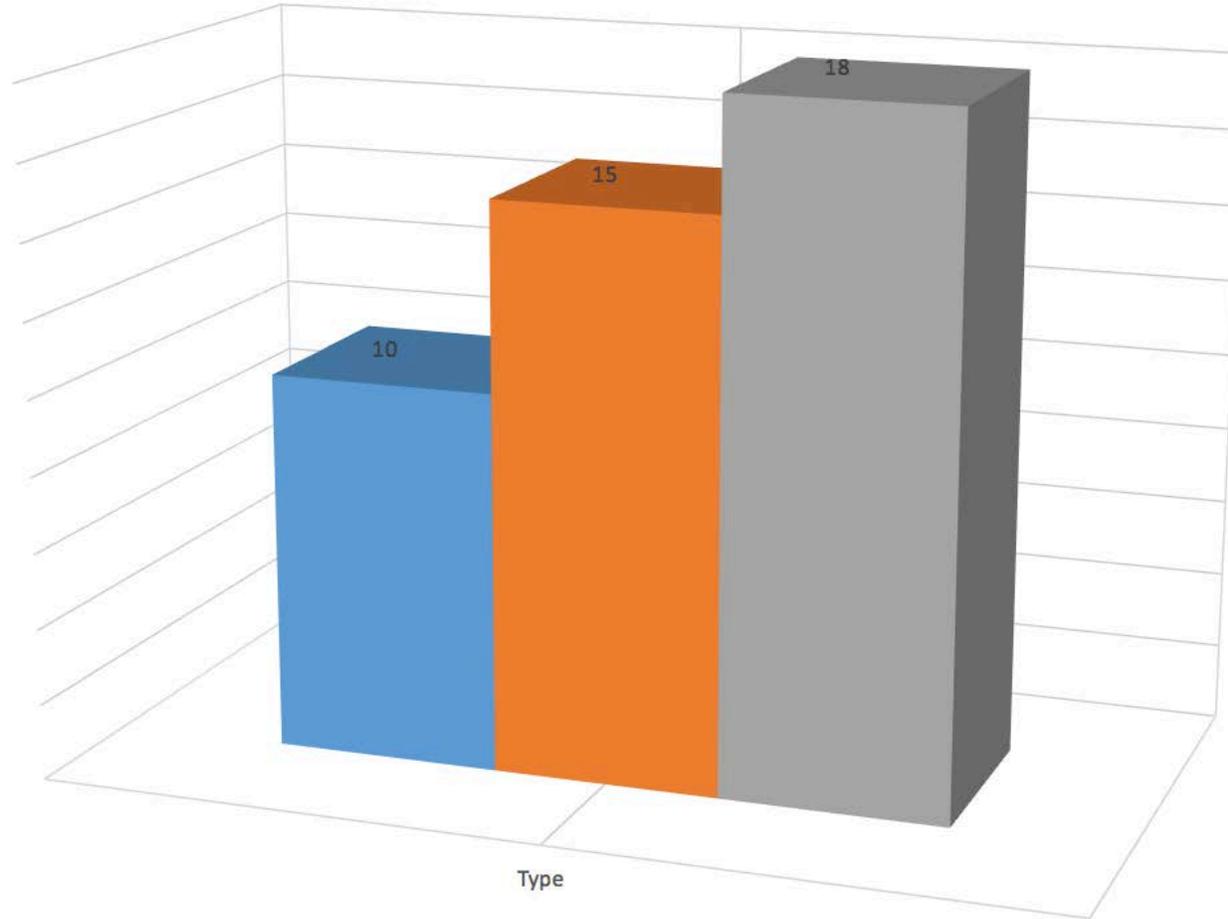
Fruit by type

■ apples ■ oranges ■ bananas



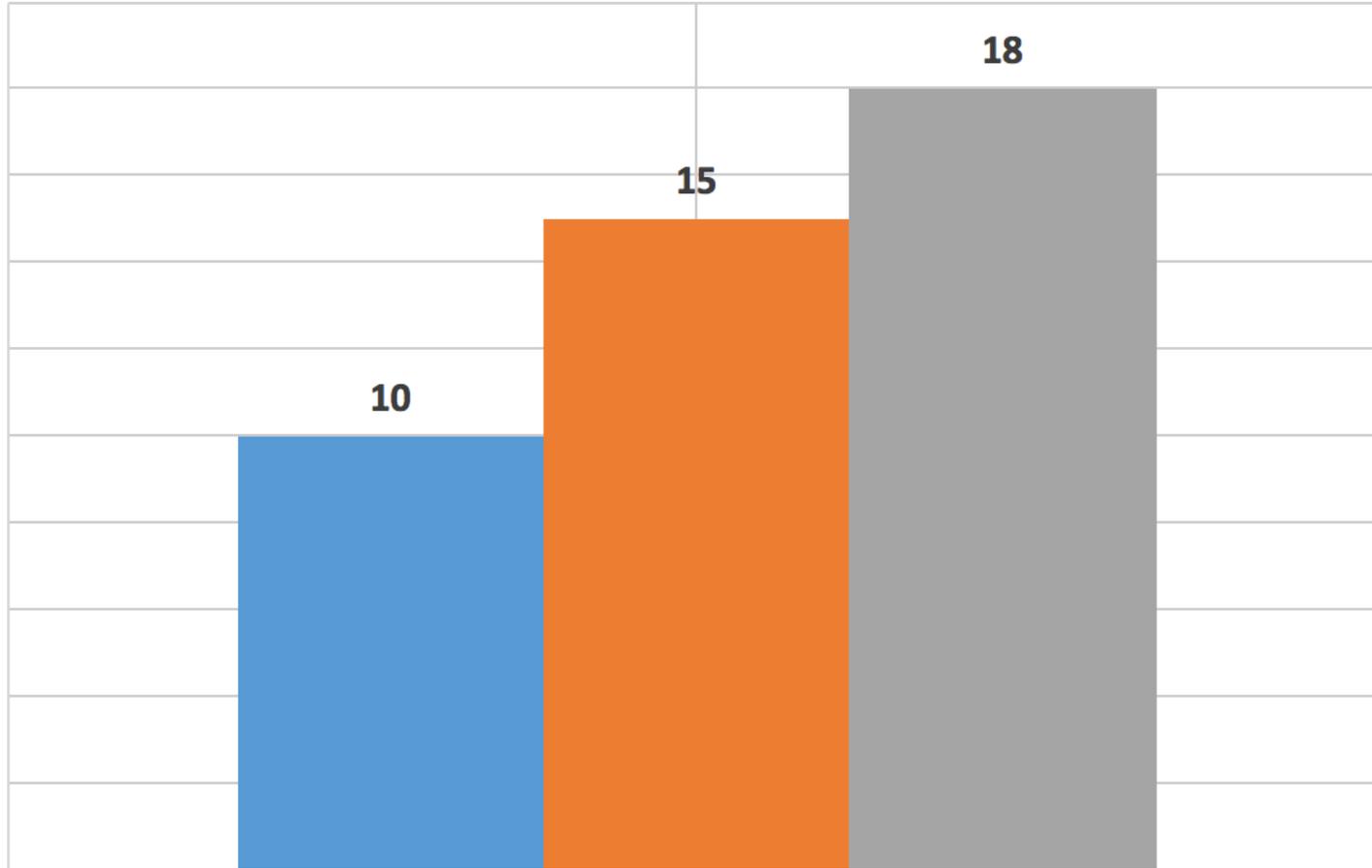
Fruit by type

■ apples ■ oranges ■ bananas



# Fruit by type

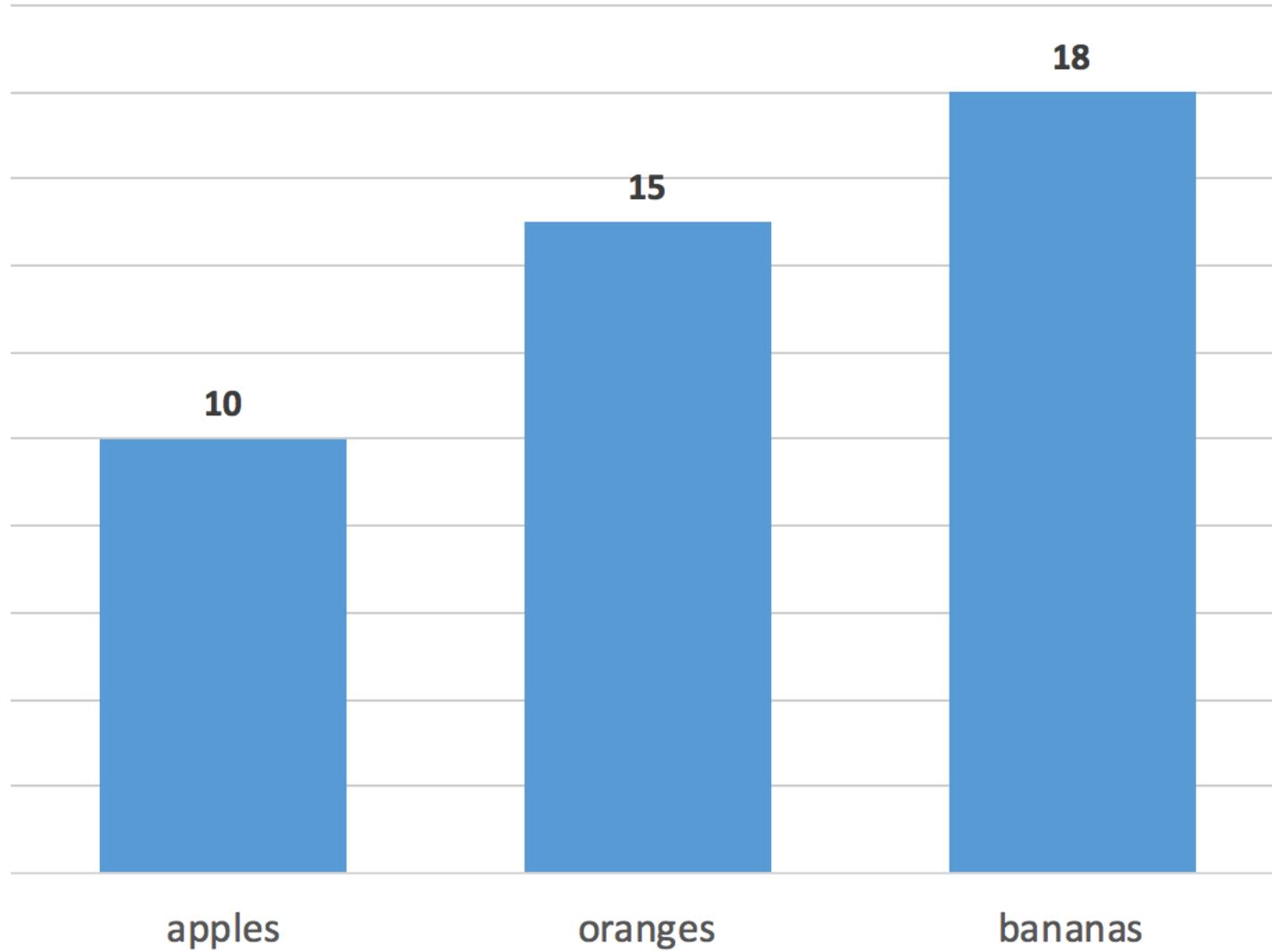
■ apples ■ oranges ■ bananas



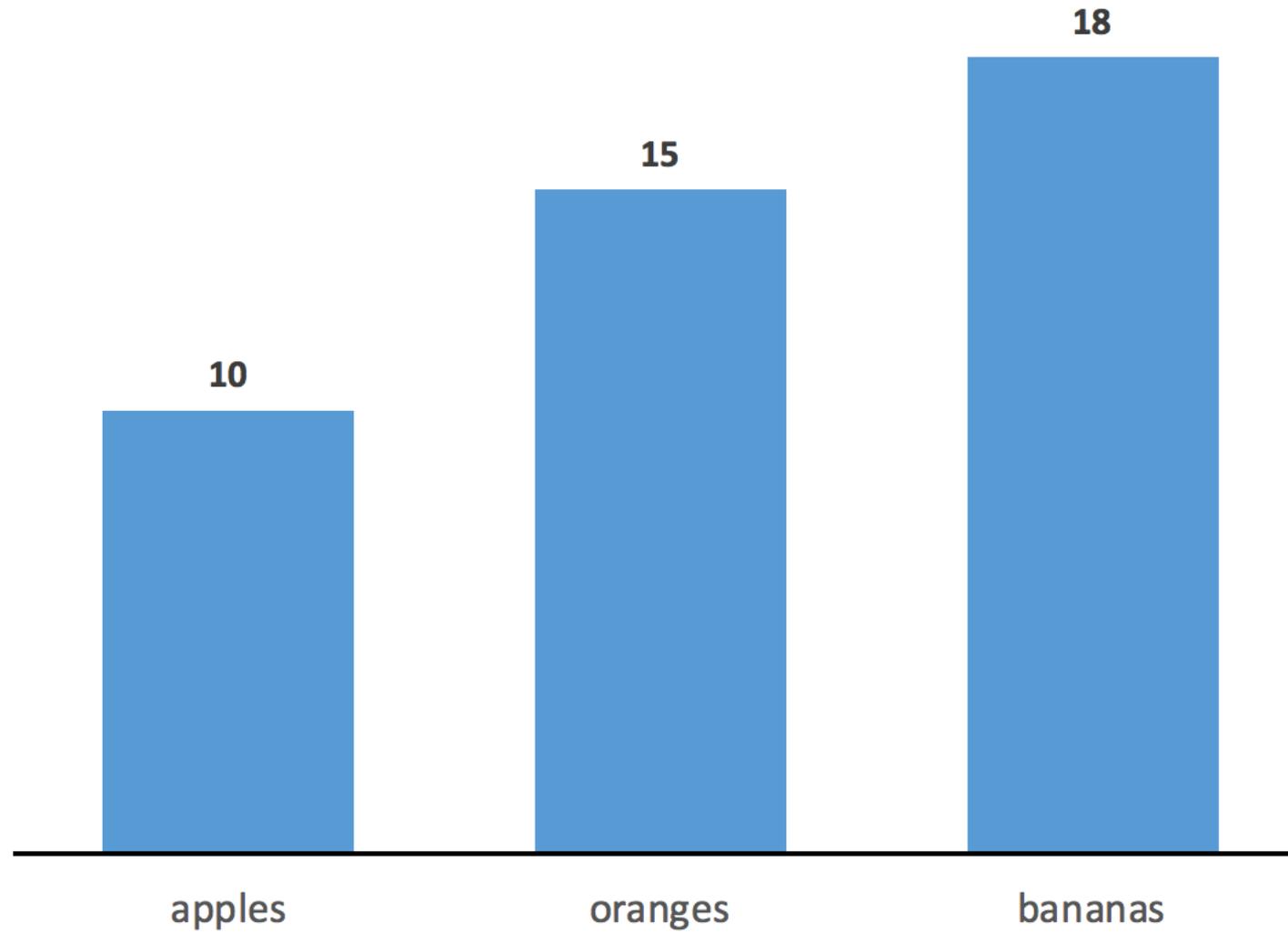
Type

*The use or misuse of three-dimensional graphs to represent lower-dimensional data. Michael Siegrist, 1996.*

## Fruit by type



## Contents of Ben's fridge



# Preattentive properties

- Form
- Color
- Spatial position
- Movement

685 px

Title  
font-family : Lato;  
font-size : 18px;  
color : #000000;  
color : rgb(0, 0, 0);

This is the Title of the Chart and it Should be Short

Subtitle  
Lato Regular  
14 pt  
Sentence case  
color : #000000;  
color : rgb(0, 0, 0);

This is a subtitle that's in sentence case

Y Axis Title (unit)

Label

Y Axis Title

Lato Italic

12 pt

color : #000000;

color : rgb(0, 0, 0);

Sentence case

Always horizontal,  
above the top axis label

Include units or multipliers

in parenthesis

(millions), (\$2014)

Horizontal Gridlines

border-style : Solid;

border-color : #DEDDDD;

border-color : rgba(222, 221, 221, 1);

border-width : 1px;

Left align all elements

Label

X-Axis Line

Weight: 1pt

Solid

color : #000000;

color : rgb(0, 0, 0);

Axis Labels  
Lato Regular  
12 pt  
Sentence case  
Always horizontal  
color : #000000;  
color : rgb(0, 0, 0);

Label

Label

Label

Label Label Label Label Label Label Label Label Label Label Label

Ticks

Major tick marks: Outside

Minor tick marks: none

color : #000000;

color : rgb(0, 0, 0);

X Axis Title (unit)

X Axis Title

font-family : Lato;

font-style : italic;

font-size : 12px;

color : #000000;

color : rgb(0, 0, 0);

Sources and Notes  
Lato Regular  
11 pt

**Source:** Lorem ipsum dolor sit amet, metus mi mauris vulputate morbi feugiat.

**Notes:** Lorem ipsum dolor sit amet, metus mi mauris vulputate morbi feugiat. Nec dignissim dui parturient et est. Orci ultricies lectus vivamus eius diam, massa non suspendisse nibh ullamcorper, lacus tortor libero luctus risus ligula, torquent fringilla fermentum lacinia sollicitudin.

Sentence case  
color : #000000;  
color : rgb(0, 0, 0);  
**Bold the words "Source" and "Notes," as well as any statistical significance notes**

Urban Tagline

URBAN INSTITUTE

Lato Black

8 pt

Uppercase

'Urban' is blue: RGB: 22 150 210 or #1696d2;

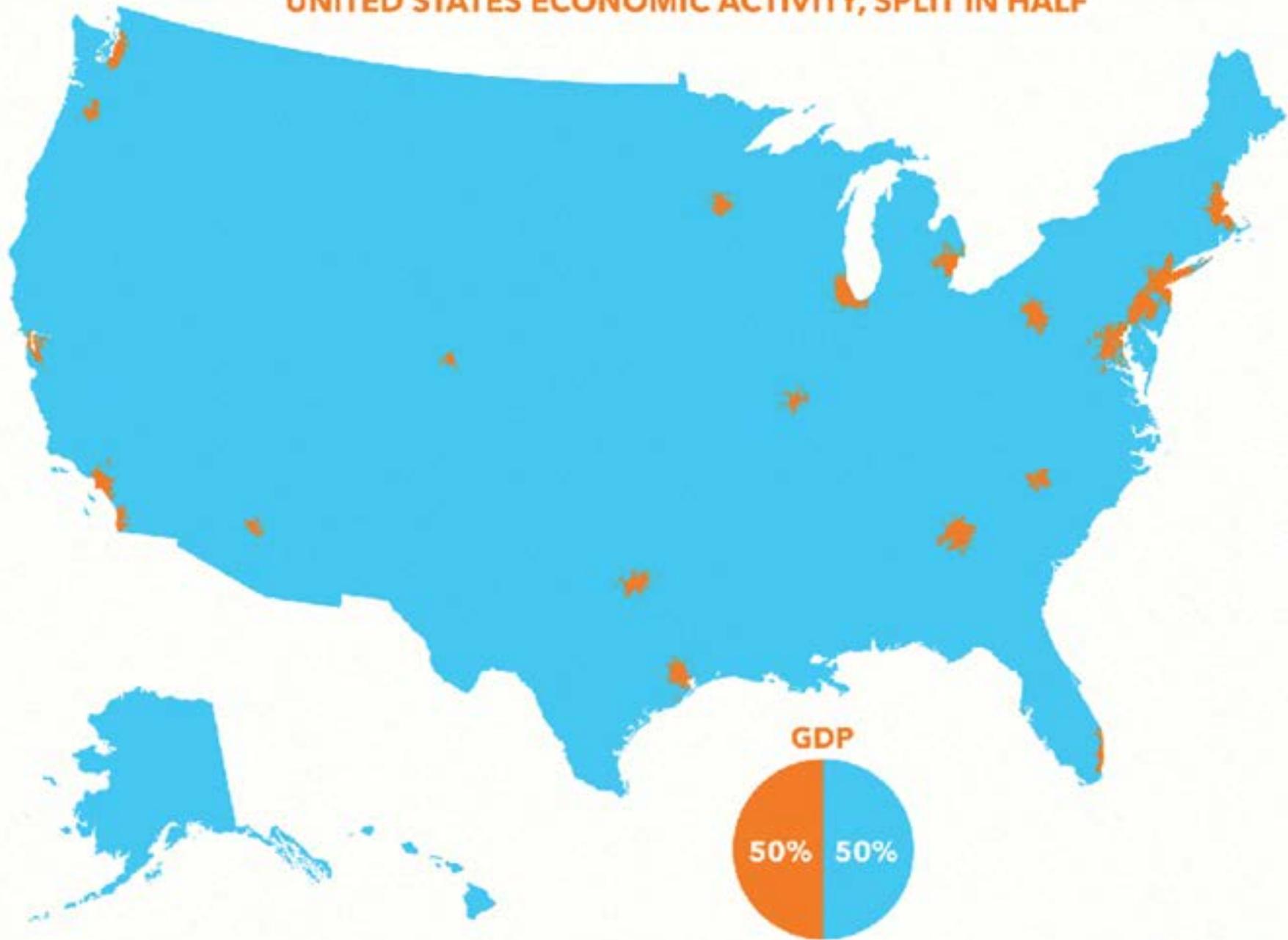
'Institute' is black: RGB: 0 0 0 or #000

Letter spacing is expanded by 1px

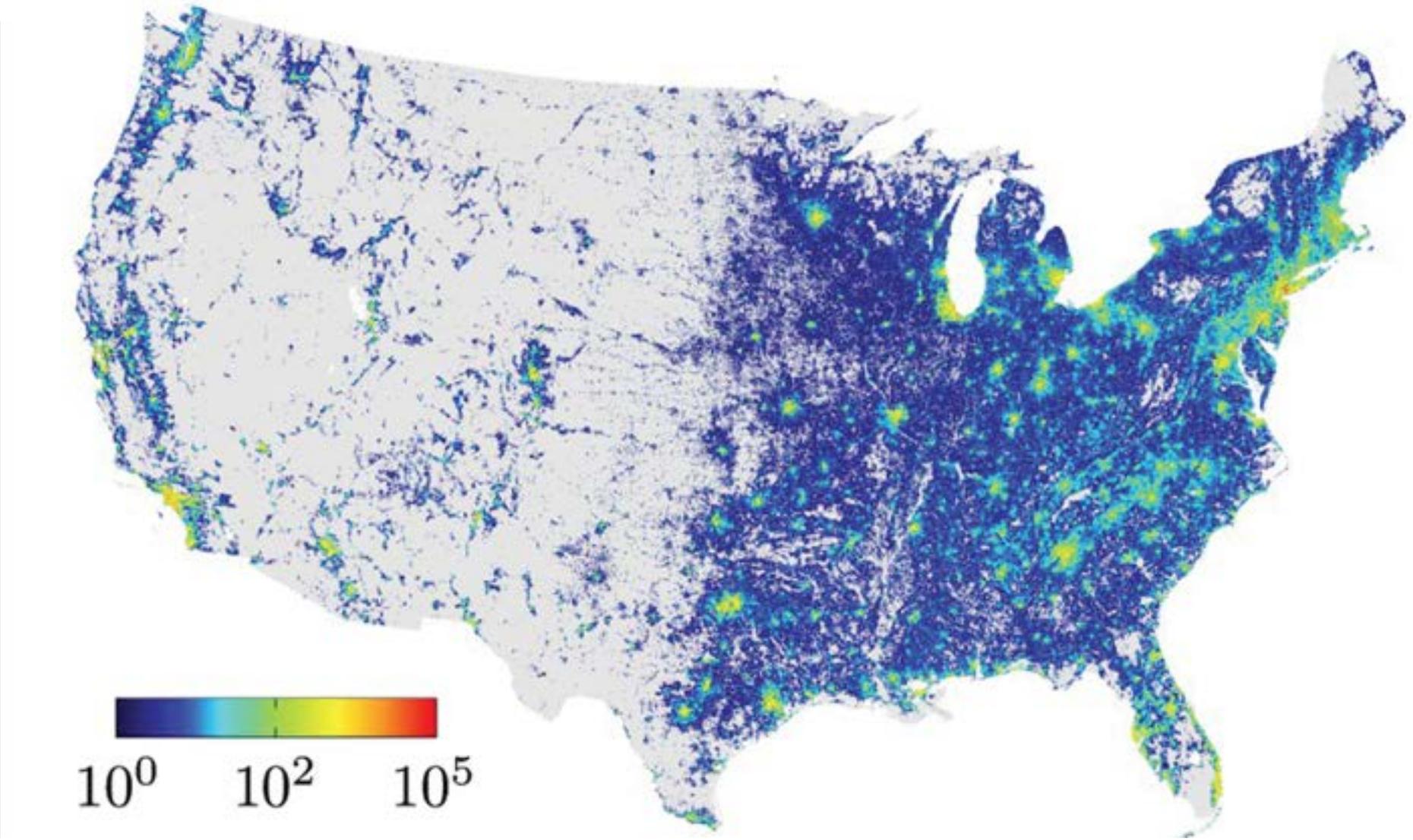
Place in the bottom-right corner of figure

# Mapping

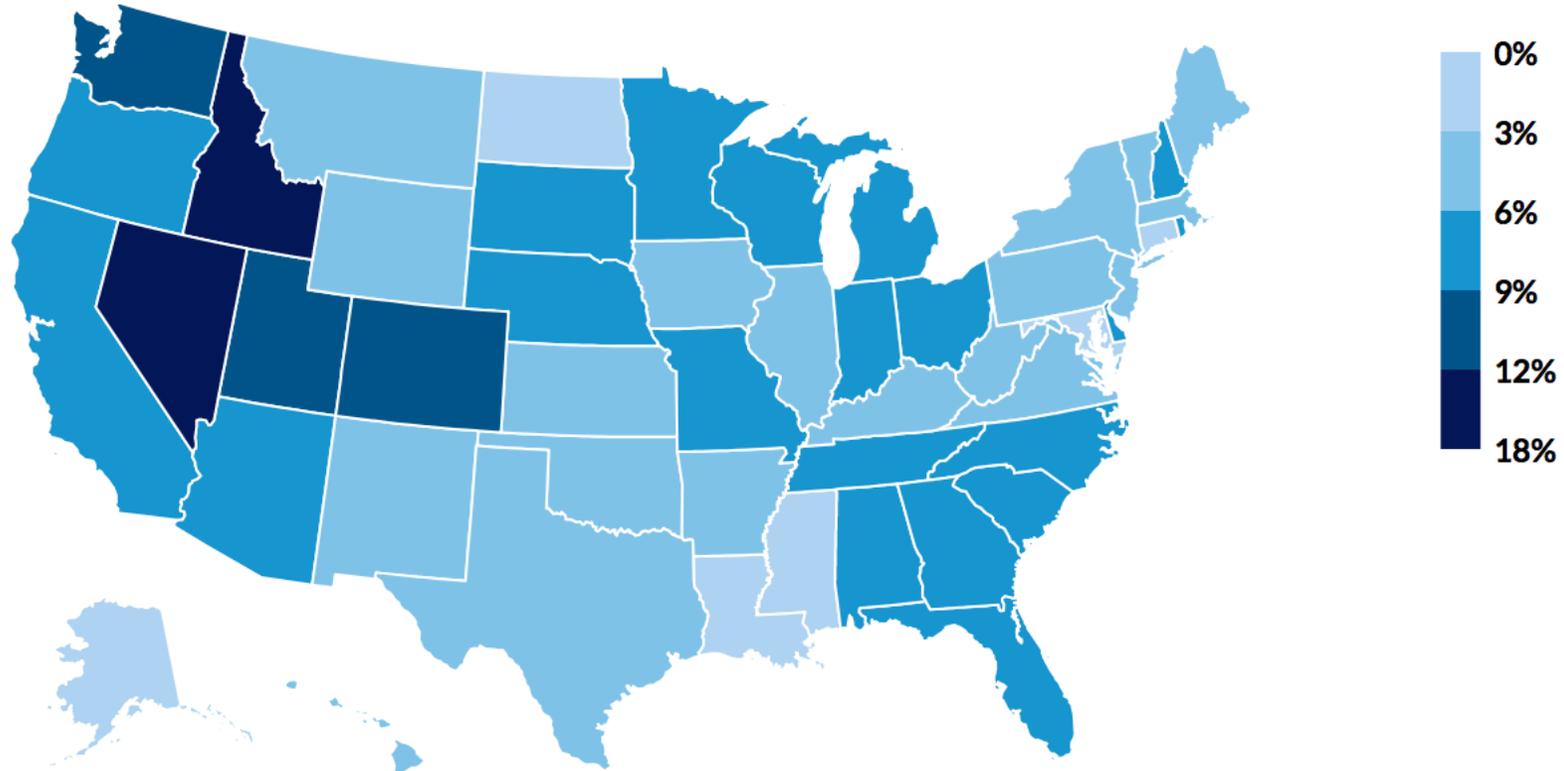
# UNITED STATES ECONOMIC ACTIVITY, SPLIT IN HALF



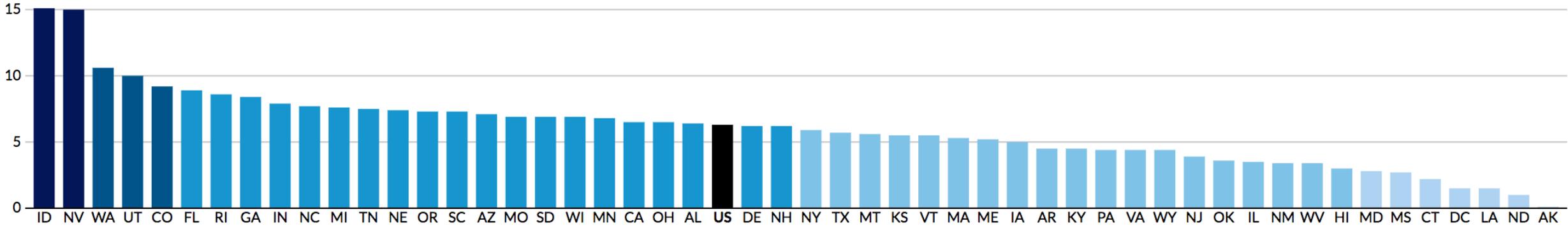
*Handwritten signature*



## House Prices (percent change year over year)



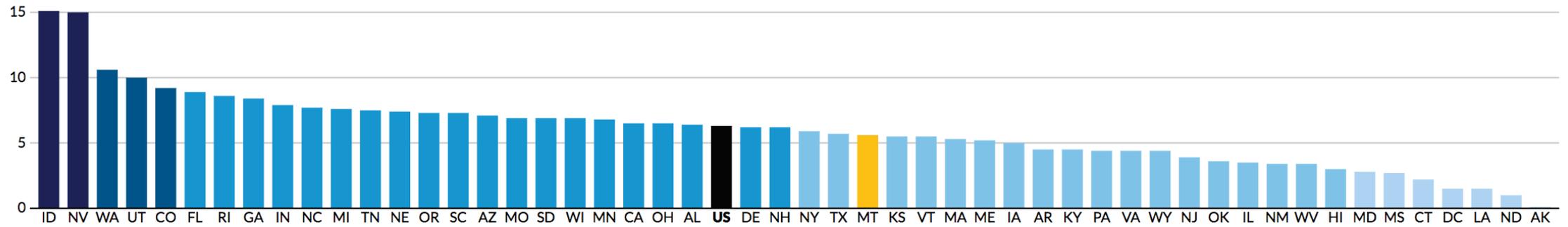
# House Prices (percent change year over year)



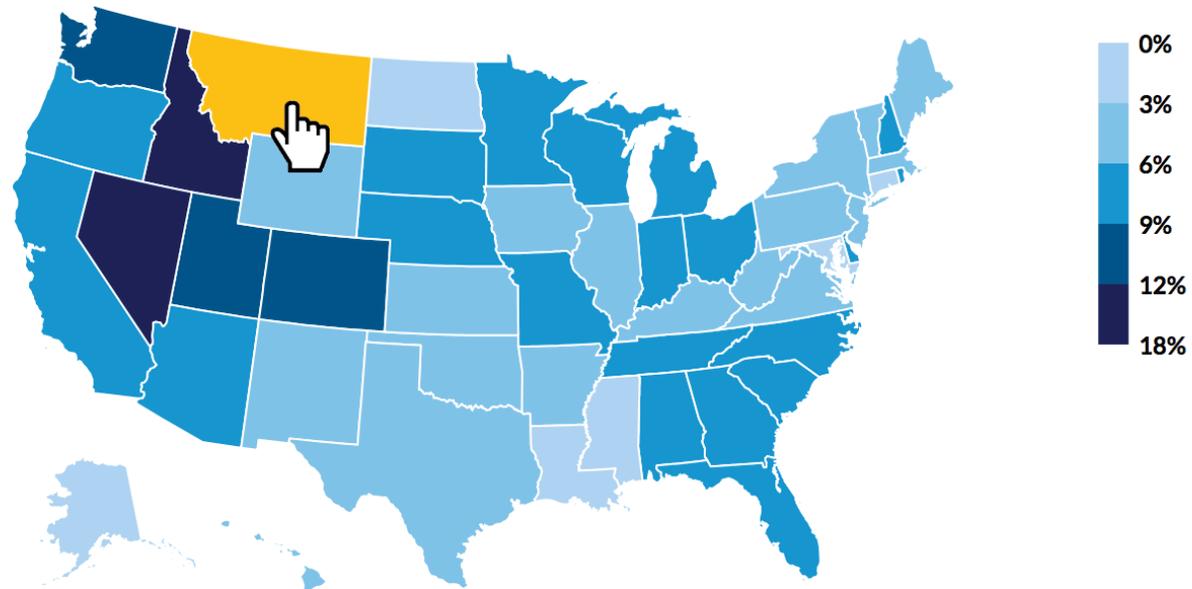


# House Prices (percent change year over year)

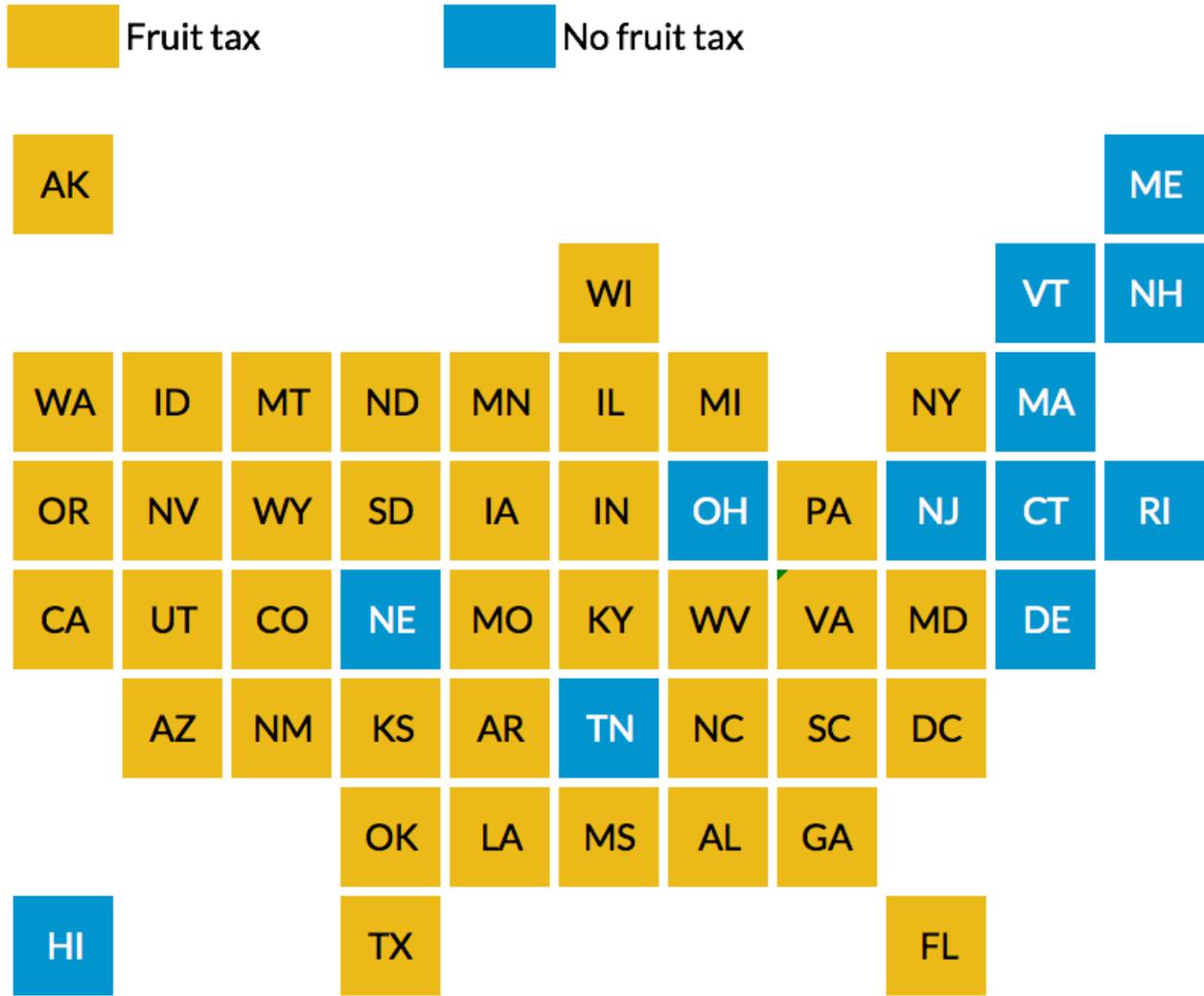
National house prices increased 6.3 percent from the third quarter of 2017 to the third quarter of 2018.



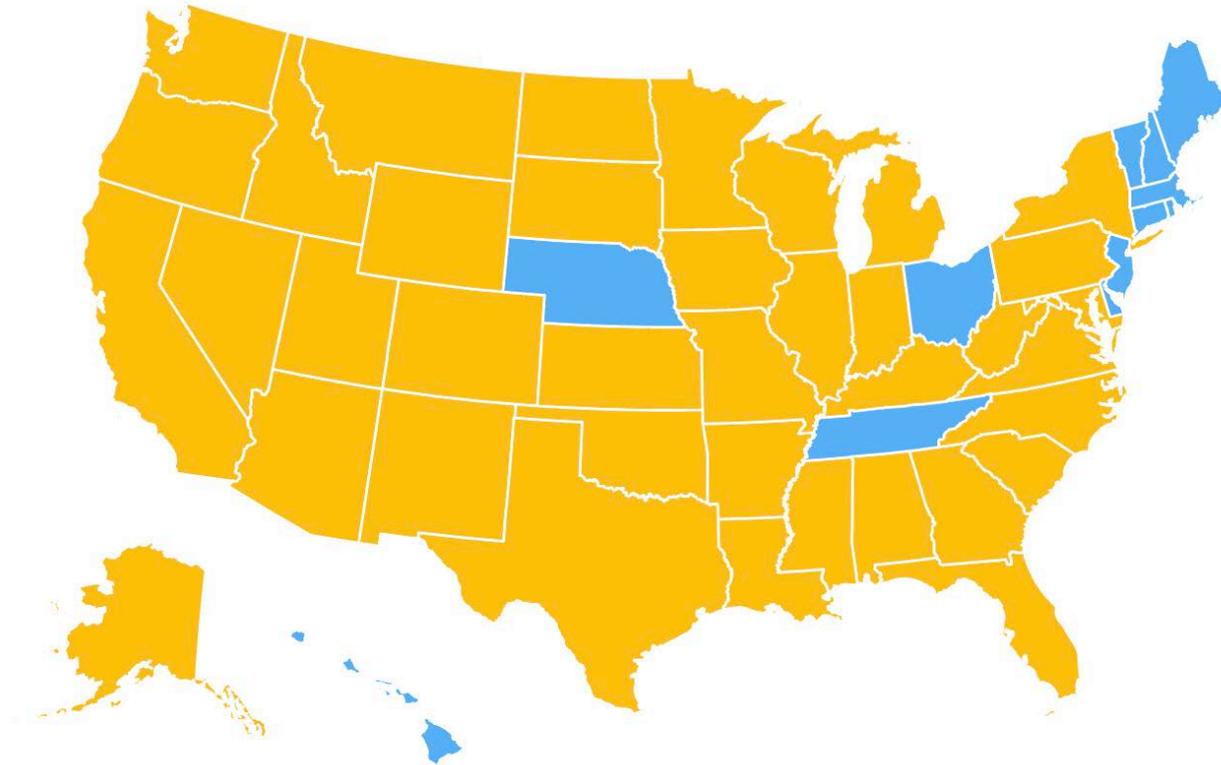
REGION/STATE	CHANGE	QUARTER	YEAR
Montana	5.6%	Third	2018
US average: 6.3%			



Source: Federal Housing Finance Agency.

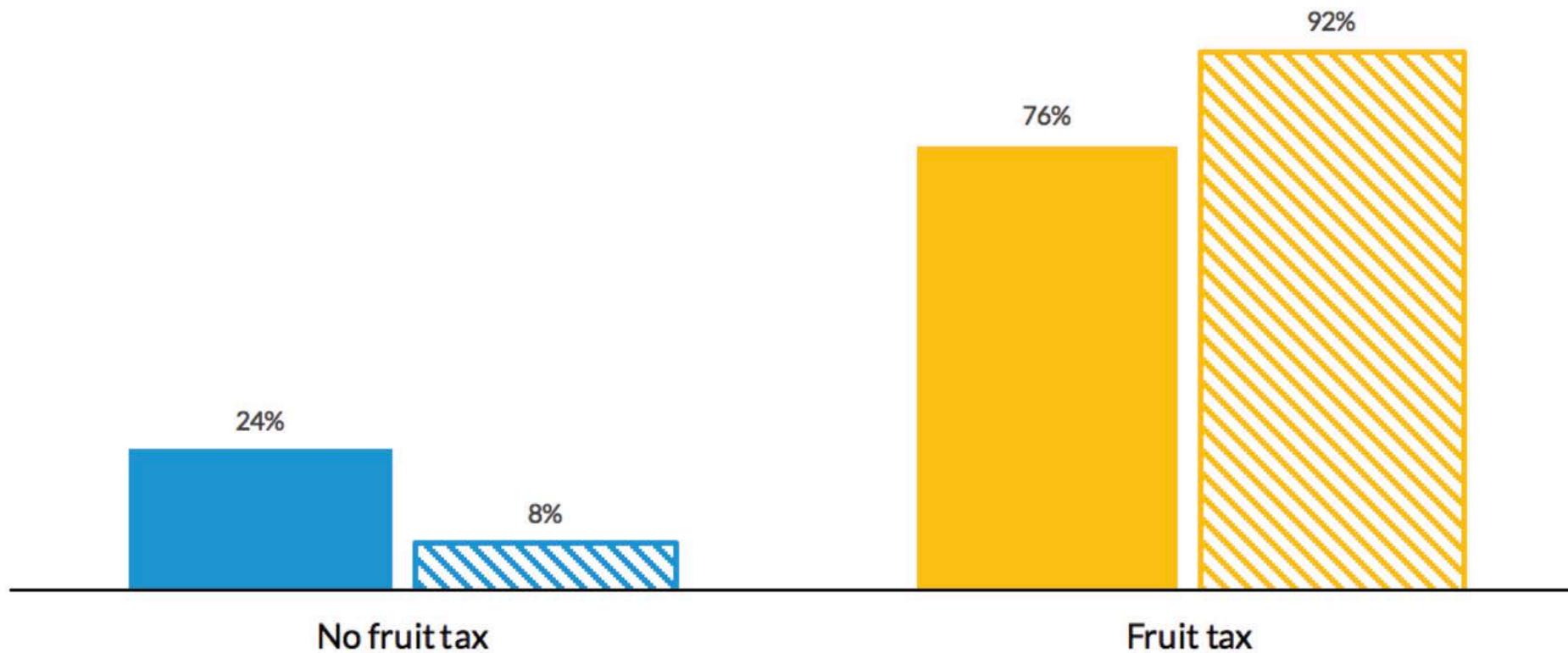


Fruit tax      No fruit tax



## Percent of map area covered

■ Tile grid map    ▨ State map



# References and image sources

- Judgments of Change and Proportion in Graphical Perception. J.G. Hollands and Ian Spence, 1992.
- The relative merits of circles and bars for representing component parts. Walter Crosby Eells, 1926.
- The use or misuse of three-dimensional graphs to represent lower-dimensional data. Michael Siegrist, 1996.
- [Battling Infectious Diseases in the 20th Century: The Impact of Vaccines](#), WSJ.com
- [Urban Institute Data Visualization Style Guide](#)
- [US GDP split in half](#), originally posted to reddit.com
- [US population map](#)
- Urban Institute's [State Economic Monitor](#)

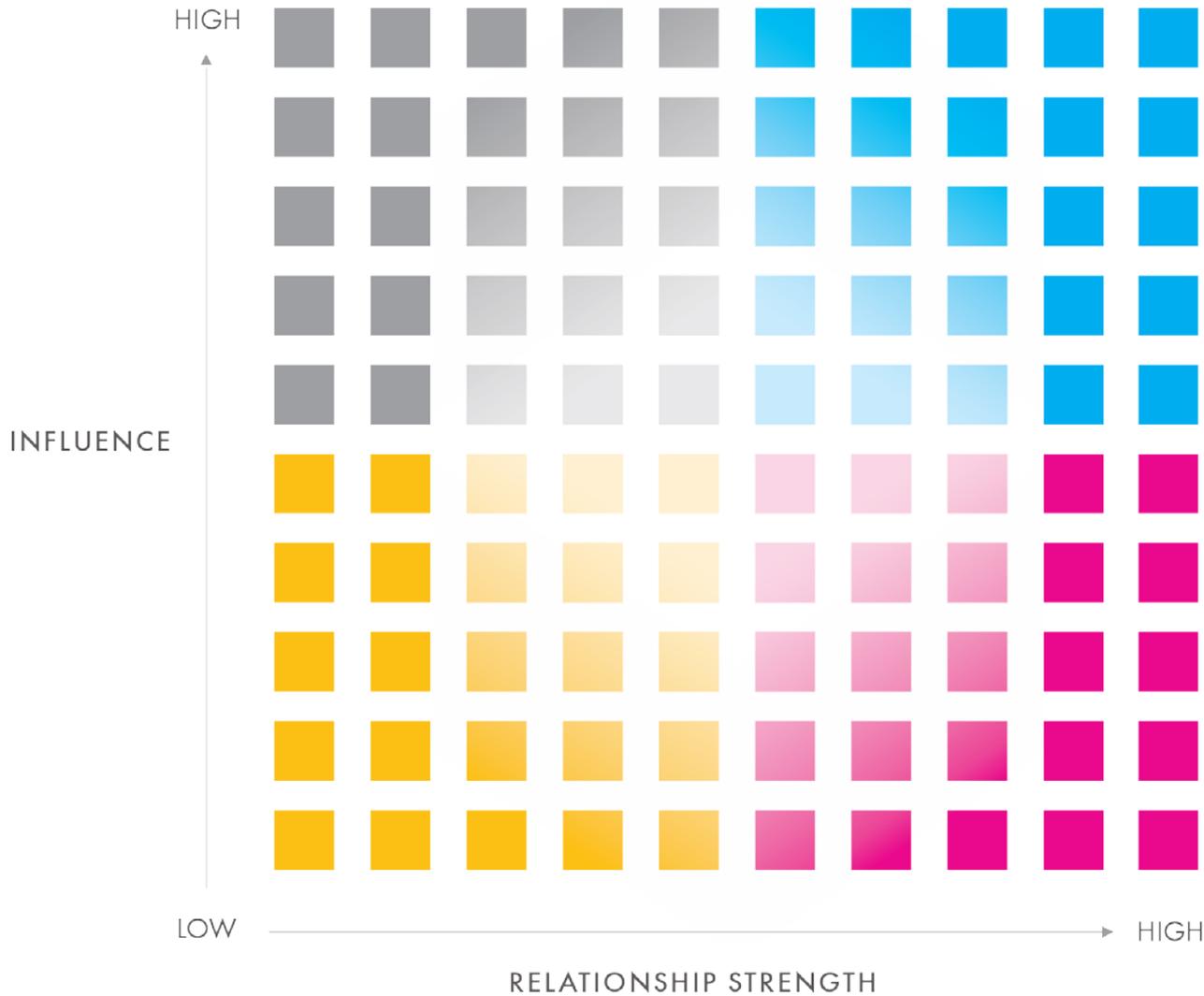


# Audience Outreach Strategy

A photograph of a man in a dark suit and glasses, seen from the back, standing at a podium and gesturing with his right hand towards a large, blurred audience in a conference hall. The scene is dimly lit with stage lights. Two laptops are visible on the podium in front of him.

# Who is my Audience?

# Conceptualize



## INFLUENCERS

*Inform with relevant, timely, useful information*

Direct email, events, and retail engagement

## KEY STAKEHOLDERS

*Keep informed with regular, personal contact; enlist strategically*

Personal email, speaker requests, and in-person engagement

## FAN CLUB

*Keep informed and engaged; enlist periodically*

Newsletters, social media, and events

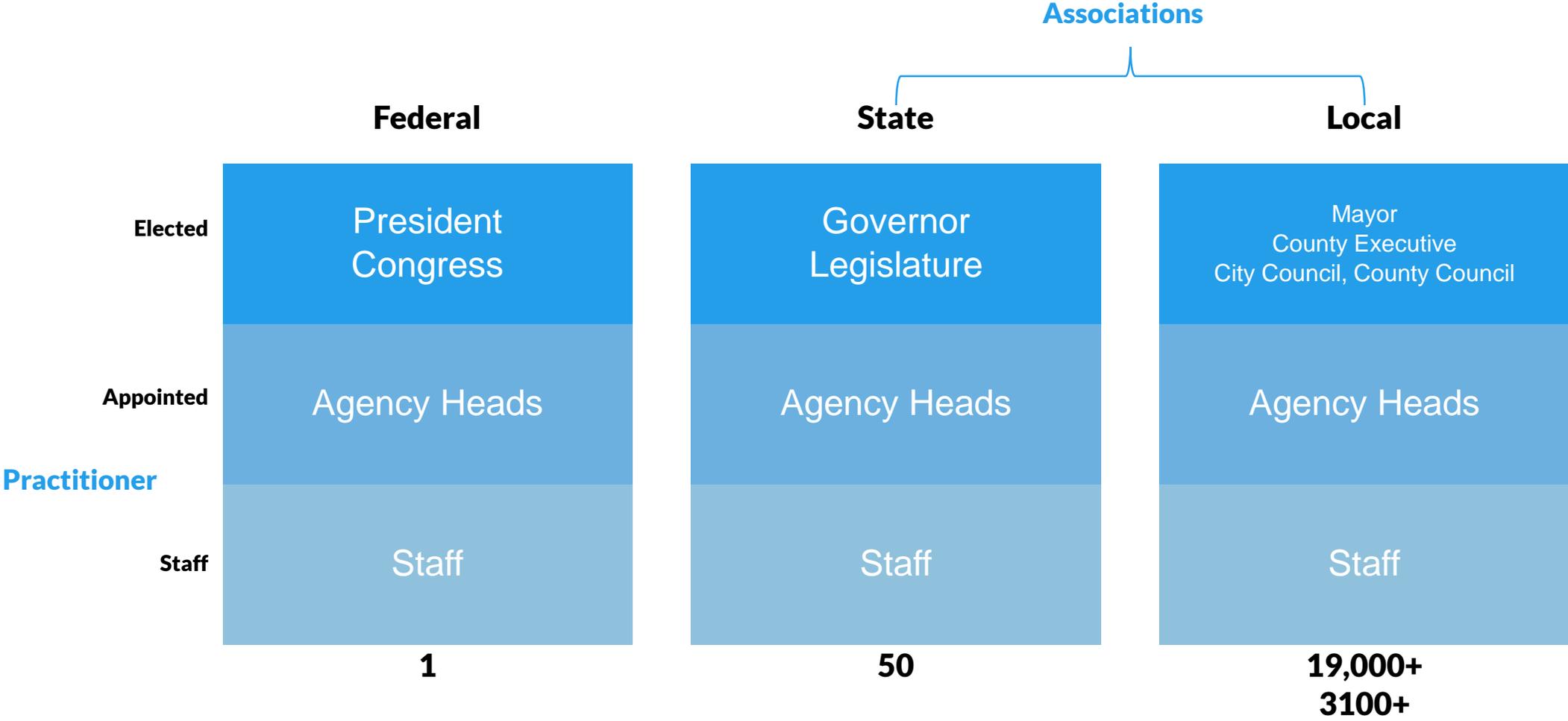
## OTHERS

*Keep Informed*

Newsletters and social media

Developing your audience  
Narrow your focus  
Think about ROI

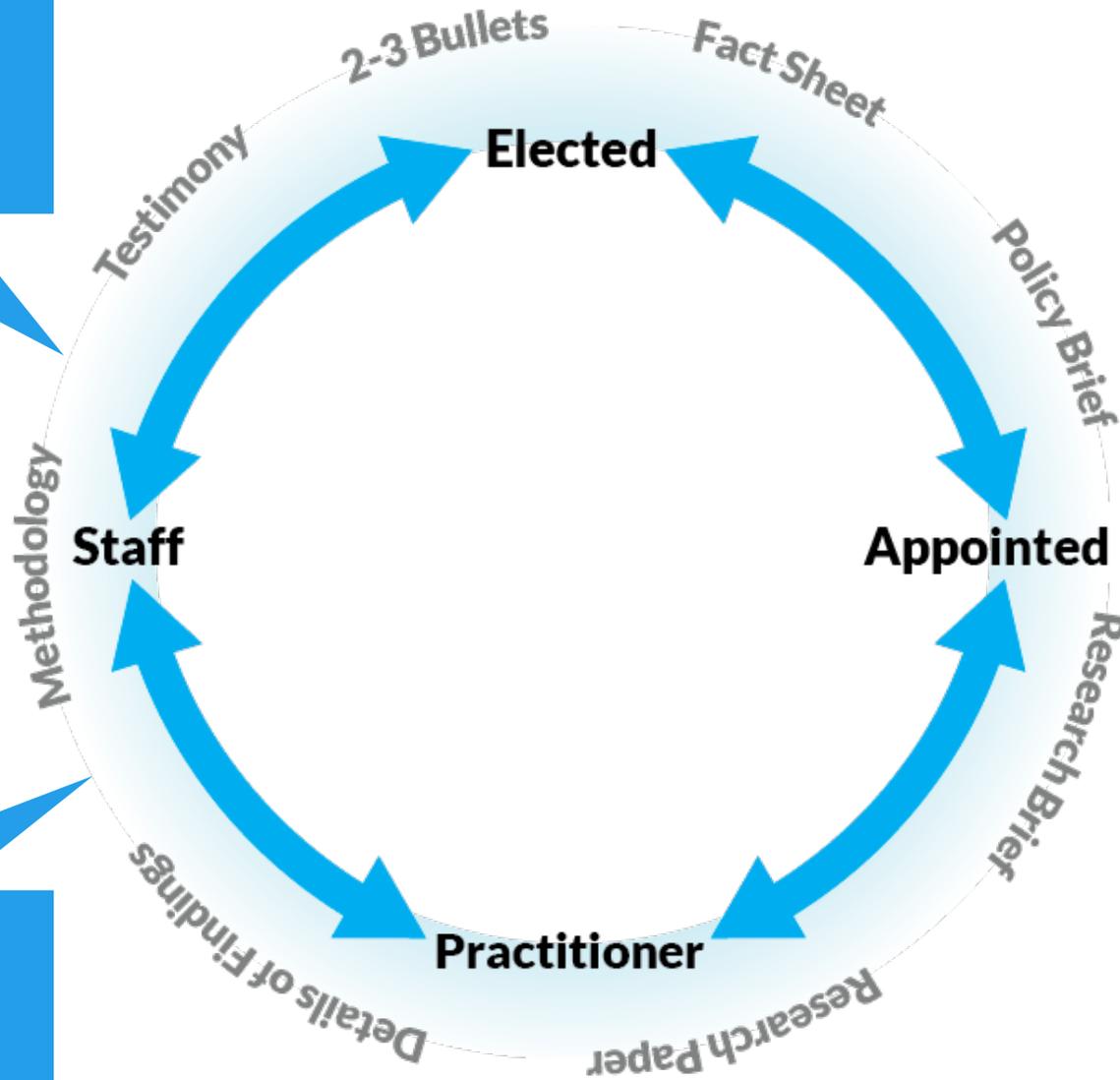
# Review the US Policymaker landscape



**Meet your audience where they are.**

**Solutions-oriented**  
- Impact on people's lives  
- Relate to stated priorities

**Needs to be realistic**  
- Budget impact  
- Implementation details



- Media  
- Blogs  
- Social media

Play the long game.

# Recap

- Conceptualize your audience
- Narrow your focus
- Meet your audience where they are
- Play the long game



# Putting It All Together

Designing Your Plan for Policy Impact

## In this section:

- We'll go through the steps of putting together an overarching strategy to disseminate your research in the most impactful ways.
- **Exercise:** Build a custom outreach plan for your own project.

# Policy Impact Plan

## POLICY IMPACT PLAN TEMPLATE

Plan for	
Goal	

**Identify your key audiences.** Who might benefit from learning about your project?

Audience A

Audience B

Audience C

**What do you want them to do?** What actions might they take after learning about your project?

\_\_\_\_\_

\_\_\_\_\_

**Plan your time.** What's the timing for your outreach? Are there key events to keep in mind? Are you working toward a specific deadline?

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Deliverable 1												
Deliverable 2												

**List your channels and tactics.** How can you reach your audiences?

Audience A:			
Audience B:			
Audience C:			

**Write your key messages.** What is your headline message that will make your audience sit up and take notice? What's new, different, surprising, or challenges expectations? Why does this project matter?

\_\_\_\_\_

\_\_\_\_\_

**Prepare your messengers.** Are there validators, thought leaders, influencers, etc. who can help you carry your message? Are there materials that you need to create to help share your message?

- Fact sheet
- Media pitch
- Tweet
- Written testimony
- Elevator pitch
- LinkedIn post/blog
- Policy brief
- Blog post
- Facebook message
- Other:

**Evaluate.** How will you know whether your plan was successful? How will you measure outputs and outcomes?

\_\_\_\_\_

\_\_\_\_\_

Where to begin?

Start with a goal.

# What are you trying to achieve?

- Inform the federal debate on health care reform.
- Position yourself as an expert commentator on climate change and public health.
- Expand the use of the Low-Income Housing Tax Credit to create healthy affordable housing

**Achievable and measurable.**

**Identify your audience.**  
**Think about what you want them to do.**

# GOAL: Expand the use of the Low-Income Housing Tax Credit to create healthy affordable housing

- **Audience A:** State housing policymakers (e.g. National Council of State Housing Agencies)
- **Audience B:** Mission-driven affordable housing developers and architects who work on LIHTC projects
- **Audience C:** Green building (e.g. USGBC) and healthy building certifying (e.g. Fitwel) organizations

# What do you want them to do?

- **Audience A:** State housing policymakers

**Action:** Increase the use of health-related criteria in the tax credit award process

- **Audience B:** Affordable housing developers and architects

**Action:** Submit projects for tax credit applications that overtly prioritize health.

- **Audience C:** Green building and healthy building certifying orgs

**Action:** Reinforce their design and construction criteria with a greater focus on enhancing occupant health

Plan your timeline.

# When will your audience be thinking and talking about this issue?

**Plan your time ::** What's the timing for your outreach? Are there key events to keep in mind? Are you working toward a specific deadline?

Sample Gantt chart

	J	F	M	A	M	J	J	A	S	O	N	D
Deliverable 1	■										■	
Deliverable 2					■							

**Choose your channels and tactics.**

# What are the best ways to reach your audience?

<p><b>Audience A</b> State Housing Policymakers</p>	<p>Webinar for members and affiliate members of the National Council of State Housing Agencies (NCSHA)</p>	<p>Peer-reviewed article in <i>Housing Policy Debate</i>, <i>Journal of Urban Affairs</i>, or <i>Journal of Housing and Community Development</i></p>	<p>News release for <i>Affordable Housing News</i> and/or <i>Urban Land Magazine</i></p>
<p><b>Audience B</b> Affordable Housing Developers and Architects</p>	<p>Webinar with Urban Land Institute</p>	<p>Peer-reviewed presentation at Greenbuild</p>	<p>News release for <i>Affordable Housing News</i> and/or <i>Urban Land Magazine</i></p>
<p><b>Audience C</b> Green building organizations</p>	<p>Direct email to leaders of top three green building organizations</p>		<p>News release for <i>Affordable Housing News</i> and/or <i>Urban Land Magazine</i></p>

**Write your key messages.**

# What's the big deal?

- What's the big picture? What's at stake and why does this project matter?
- For legislators: What are the policy implications or recommendations? How does your effort affect their constituents?
- For news media: What are you saying that's new, different or challenges expectations?

Prepare your messengers.



# Who can help you spread your messages? Make it easy for them.

Are there materials you need to create?

- Fact sheet
- Written testimony
- Policy brief
- Other: **Infographic**
- Media pitch**
- Elevator pitch
- Blog post**
- Tweet
- LinkedIn post/blog
- Facebook message

Evaluate.

# How will you know if you were successful?

- Webinar: number of attendees, post-webinar evaluation
- Blog post: number of pageviews, traffic sources
- Media outreach: number of stories, quality of coverage (quotes, citations)
- Journal article: number of pageviews, downloads
- Email outreach: open rate, responses

## Exercise (15 Minutes)

- Use the worksheet to write down your plan for policy impact.



# Research to Policy Boot Camp

Policies For Action | March 6, 2019

