



# 2015–2020 Marketing Campaign Plan

Prepared by

the Hampton Roads Planning District Commission, Cahoon & Cross, Inc.,  
Red Chalk Studios, the Water Awareness Subcommittee, the Stormwater  
Education Subcommittee, the FOG Subcommittee and the Recycling &  
Beautification Subcommittee

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# askHRgreen.org Situation Analysis

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- ▶ Four years campaign experience and results
- ▶ Built infrastructure
  - Brand awareness and credibility
  - Regional website
  - Comprehensive subject content
  - Regional environmental resources
  - Community toolkit
  - Multiple creative and media campaigns
  - Trailer graphics
  - Marketing materials
  - Blog and social media
  - Trained media ambassadors
  - Relationships with the news media
  - Partnerships

# askHRgreen.org Situation Analysis

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## ▶ Research

- Focus groups and a benchmark survey in 2010 followed by two tracking surveys in 2012 and 2015
- Key findings
  - AskHrgreen.org awareness increased to 18.2% in 2015
  - Askhrgreen.org awareness correlates with positive behaviors and knowledge
  - Those who are askHRgreen.org aware have a greater likelihood to report positive environmental behaviors and be interested in environmental issues
  - Since 2010 all negative behaviors except garbage disposal use have declined
  - The perceived harm of many negative behaviors is low
  - The connection between negative environmental behaviors and personal effect is weak

# Campaign Goals

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- ▶ Establish askHRgreen.org as the single credible source for trusted, easy-to-understand environmental information
- ▶ Encourage universal adoption of askHRgreen.org by all Hampton Roads communities
- ▶ Increase website visitation
- ▶ Increase awareness among Hampton Roads residents about
  - Negative environmental behaviors
  - Personal effect
  - Harm to the environment

# Campaign Goals

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- ▶ Humanize environmental messaging
- ▶ Encourage changing to positive environmental behaviors
- ▶ Engage youth in the campaign
- ▶ Reach out to populations not currently engaged
- ▶ Increase planning meetings to address campaign direction and changes
- ▶ Develop internal planning advisors to represent each subcommittee in planning meetings
- ▶ Turn awareness to engagement to action

# Brand Goals

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- ▶ To educate citizens about the value, consequences and practice of environmental thinking
- ▶ To deliver education in an engaging format, and in turn, promote more engagement with the brand
- ▶ To inspire and provide the means for our citizens to take action

# Brand Evolution

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- ▶ Evolve from a RESOURCE THAT GUIDES to a BRAND THAT INSPIRES
  - Deliver messages with compelling storytelling
  - Empower and spotlight resident heroes
  - Encourage committees & municipalities to be more invested and engaged stewards of the askHRgreen brand
  - Empower residents to be stewards of the askHRgreen brand
  - Provide engaging experiences online and offline
  - Humanize the brand vs. coming across as a government agency

# STEP 1: Information Gathering

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- ▶ Conduct resident/target research to gain additional/new insights about existing and recently-identified target audiences
  - Create reliable personas
  - Learn how and where they are likely to engage with askHRgreen
  - Better understand motivators and challenges

# STEP 1: Information Gathering

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- ▶ Accomplish this through:
  - Online surveys (website, social media, e-newsletter)
  - In-person/man-on-the-street interviews
  - Focus groups (formal/informal)

# STEP 1: Information Gathering

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- ▶ Engagement & technology research:
  - Similar peer and competitor initiatives
  - Alternative industry sources of inspiration
  - Technological resources to improve content and engagement efficiencies and effectiveness
    - Customer Relationship Management (CRM) programs (zendesk, hubspot, salesforce) to manage:
      - online forms
      - eNewsletter signups/delivery
      - event signups
      - initiatives (BayStar Homes)
      - social media

# STEP 2: Brand Strategy & Planning

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- ▶ Develop audience personas based on research findings
- ▶ Clarify the askHRgreen brand for internal and external purposes
  - Articulate the brand promise/idea
  - Develop a better tagline
  - Develop the elevator speech
  - Define our tone and voice

# STEP 2: Brand Strategy & Planning

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- ▶ Develop strategies for achieving brand goals
  - What does it mean/what will it take to move from guidance to inspiration?
  - How can we gain more engagement with brand?
  - How can we better integrate with committees & localities?
  - How to we identify our citizen heroes and tell their story?
  - Where are our partnership opportunities and how do we attract/engage/support?

# STEP 2: Brand Strategy & Planning

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- ▶ Review & update yearly editorial calendar with regards to strategies
- ▶ Establish the action plan, roles & responsibilities

# STEP 3: Tactical Development, Implementation & Management

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## ▶ Website

### ◦ Strategy & Planning

- Set goals for each relevant perspective (brand, site, user, admin, content creator, content manager, support, etc.)
- Define technical requirements
- Define touchpoint roles and integration strategies (website + social media + newsletter)
- Develop content strategies for
  - improved engagement
  - organization
  - storytelling format vs. existing content
  - delivery formats + media

# STEP 3: Tactical Development, Implementation & Management

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## ▶ Website

- Strategy & Planning, contd.
  - Develop engagement strategies
    - information gathering + feedback
    - content sharing (among users)
    - experience sharing with brand (tell us your story, connect with us, send your photos, become a brand steward)
    - events
    - spotlight/reward
  - Review and develop strategies for existing content vs. new
  - Establish action plan, roles & responsibilities

# STEP 3: Tactical Development, Implementation & Management

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## ▶ Website

### ◦ Research

- Technology support (apps, third-party services, online platforms, etc.)
- Effective & ineffective examples of content and user experience solutions that correlate with our brand and site goals

### ◦ User Experience & Content Flow

- Site mapping
  - content organization & hierarchy
  - functional mapping
  - content delivery
- Content formatting
- Engagement tools

# STEP 3: Tactical Development, Implementation & Management

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## ▶ Website

- Content Audit, Edit & Creation
  - Audit existing content
    - identify what needs to be edited
    - identify what needs to be created
  - Edit existing content
  - Create new content
- Develop Site Wireframes
  - Desktop
  - Mobile

# STEP 3: Tactical Development, Implementation & Management

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## ▶ Website

- Design Static Comps
  - Design unique page templates
  - Develop ideas for new design assets
  - Develop style guide
- Development & Implementation
  - Programming
  - Content management (creating, migrating, implementing, formatting)
  - On-page SEO
  - Reviews & testing
  - Launch

# STEP 3: Tactical Development, Implementation & Management

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- ▶ Website
  - Training
    - Content creator & administrator use
    - Content and messaging strategies
  - Ongoing Management & Support
    - New content development
    - Technical support
    - Updates & maintenance

# STEP 3: Tactical Development, Implementation & Management

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- ▶ Social Media Marketing
  - Set & understand goals
    - List brand/campaign priorities
    - List & define user-focused goals
  - Create measurable objectives
    - Develop actionable objectives
    - Put measuring systems in place

# STEP 3: Tactical Development, Implementation & Management

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- ▶ Social Media Marketing
  - Characterize the audience
    - Create user personas
  - Review the social media landscape
    - Research peer, competitor and partner organizations
    - Map their strategies (pros & cons) and position accordingly
  - Develop messaging strategies
    - Top-level content strategies (key messages, hierarchy, opportunities to maximize engagement)

# STEP 3: Tactical Development, Implementation & Management

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- ▶ Social Media Marketing
  - Identify appropriate channels
    - Research platforms for relevance to goals and personas
  - Build content plan
    - Content providers (responsibilities, messaging, etc.)
    - Editorial calendars
    - Management tools
  - Implementation
    - Work it!

# STEP 3: Tactical Development, Implementation & Management

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- ▶ Social Media Marketing
  - Measuring, assessing, and adjusting
    - Consistent Monitoring
    - Assess and adjust when necessary
    - Test. Repeat.

# STEP 3: Tactical Development, Implementation & Management

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- ▶ Email Marketing
  - Evolve and improve
  - Use the same process deployed for social media marketing
- ▶ Seasonal Campaigns
  - Plans to be developed after completion of Step 2: Brand Strategy & Planning.
- ▶ Collateral
  - Plans to be developed after completion of Step 2: Brand Strategy & Planning.

# Public Relations Goals

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- ▶ Develop askHRgreen.org as the local media and community resource for environmental information
- ▶ Increase media/public engagement through traditional media outreach strategies and through the development of the new askHRgreen.org News Bureau
- ▶ Leverage messaging and content throughout multiple PR platforms

# Public Relations Goals

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- ▶ Expand regional social media presence
- ▶ See universal adoption and support of [askHRgreen.org](http://askHRgreen.org) by all participating localities
- ▶ Reach targeted special populations, such as school children and Hispanic audiences

# Public Relations Strategies

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- ▶ **Media Outreach**
  - Incorporate key messages into seasonal news releases, distribute to qualified media contacts and facilitate media coverage
- ▶ **Leverage Messaging**
  - Re-purpose news release messaging through use in askHRgreen.org e-newsletters, social media platforms and municipal communications

# Public Relations Strategies

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- ▶ News Bureau
  - Re-brand press room so that it is more active, engaging and readily seen on the website; include scrolling news headlines, videos and an “article-of-the-month” feature, with direct access to Online Media Toolkit content, images and graphics
- ▶ Style Guide
  - Develop an askHRgreen.org Style Guide so that Online Media Toolkit materials are used as intended

# Public Relations Strategies

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- ▶ **Articles and Special Publications**
  - Identify and develop op-eds, feature articles for special placement and special publications as deemed appropriate and timely by the committees
- ▶ **Continue with askHRgreen.org Media Ambassadors Program**
  - Conduct annual media trainings and engage Ambassadors in media interviews and special assignments
- ▶ **Launch askHRgreen.org Planning Advisors Program**
  - To consist of committee members involved in 5-year planning process. Engage them in future planning, projects and to relay “ask” news and updates to their committees

# Public Relations Strategies

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- ▶ Internal Communications Plan for Localities
  - Develop internal communications tactics encouraging participating localities to embrace and visibly support askHRgreen.org campaign
  - Instigate minimal requirements for their participation in the campaign (carry logo and link to website on their website, “like” askHRgreen.org social media platforms, attend all-hands meetings, etc.)
  - Schedule one-on-one meetings with locality CAOs to explain what askHRgreen.org is and how the campaign can aide their city/county

# Public Relations Strategies

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- ▶ Internal Communications Plan for Localities–contd.
  - Provide localities with askHRgreen.org news release templates specific to their locality
  - Provide social media copy with each news release for localities to post on their social media platforms
  - Encourage their participation in askHRgreen.org events
  - Issue quarterly internal communiqués to committee members and CAOs to keep localities abreast of new programs, initiatives, promotional products, recent media coverage and tools they can use to generate interest among their constituents

# Public Relations Strategies

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## ▶ Education Outreach

- Publish second *Green Learning* guide, this time geared toward elementary school students
- Create askHRgreen.org patch for use by Scout troops
- Offer student tours of local environmental sites/plants, similar to ones being conducted by HRSD
- Build askHRgreen.org-branded interactive displays and props for committees to use for their educational outreach programs

# Public Relations Strategies

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- ▶ Education Outreach–contd.
  - Sponsor regional science fair or award, and develop science fair experiment ideas that focus on green topics
  - Partner with Hampton Roads Public Works Academy to help educate post–secondary education students about public works/utilities topics and careers
  - Facilitate SOL–approved lesson plans/videos/etc., developed with guidance from professionals in the education system

# Public Relations Strategies

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## ▶ Messaging

- Develop key committee messaging and identify news, topics and events of interest to the media
- Topics will be reviewed and updated annually to support the messaging priorities of the committees
- Maintain flexibility to take advantage of news opportunities and unforeseen events

# Public Relations Strategies

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- ▶ Key messaging ideas for 2015–16, contd.
  - R&B
    - Recycling contamination – what not to recycle/what to recycle
    - Litter prevention
    - Plastic bag recycling
    - Events:
      - America Recycles Day – November
      - Great American Cleanup – Spring
  - STORM
    - Municipal Separate Storm Sewer System (MS4) Permits – discharge protection/elimination with focus on industrial inspections, golf courses, charity car washes
    - Don't over fertilize message
    - Pet Waste

# Public Relations Strategies

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- ▶ Key messaging ideas for 2015–16, contd.
  - WATER
    - Drink tap water – saves money; less plastic bottles are good for the environment
    - Maintain our aging infrastructure – pays off in the long run
    - Value of water – it's a bargain
    - Understanding your bill
    - Fix-a-Leak Week – March
    - Water Awareness recognition dates

# Public Relations Strategies

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- ▶ Key messaging ideas for 2015–16, contd.
  - WATER & STORM
    - Weather-related emergency preparedness – what to do in advance of hurricanes, heavy rain, freezing temps, snow/ice, etc.
  - FOG
    - FOG down the drain
    - What not to flush and why this clogs the sanitary sewer system
    - Don't use your garbage disposal – why it's harmful

# Public Relations Strategies

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- ▶ Key messaging ideas for 2015–16, contd.
  - FOG & R&B
    - Composting – keeps your drains clean and an excellent recycling strategy!
  - askHRgreen.org
    - General campaign news
    - Keep Hampton Roads Beautiful Golf Tournament – October
    - Trailer events – ongoing

# Public Relations Strategies

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- ▶ Reaching Special Populations
  - School children through community relations targeted at public and private schools in Hampton Roads
  - Hispanic audiences through media relations targeted to Hispanic media—identify consultants to guide this effort

# Media

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## ▶ Goals

- Drive visitors to the Website
- Use mass media as appropriate to educate about positive environmental behaviors
- Place messaging online to reach HR residents who are searching for environmental information
- Utilize media which effectively covers the entire HR region
- Use media to leverage the budget through added value
- Plan media to benefit all committees

# askHRgreen.org Campaign

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## ▶ Goals

- Develop annual and longterm contracts for lower media rates
  - Explore new and emerging media options for inclusion in campaigns
- Incorporate social media advertising into media plans
- Research
  - Consult Scarborough and other secondary research to confirm media consumption habits
  - Utilize askHRgreen.org primary research to help define target audiences

# Committee Advertising Strategies

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- ▶ Identify target audience for each promotional theme
- ▶ Select mass media like radio, transit, television in increase campaign reach and awareness
- ▶ Continue on-line
  - Update to incorporate current targeting capabilities and new on-line options
  - Add mobile once site is responsive

# Committee Advertising Strategies

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- ▶ Combine committee resources
  - Fewer, but longer more impactful campaigns
  - Combine funds to include media outlets not used in the past
- ▶ Extend committee budgets through added value and co-promotions

# Annual Planning Calendar

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- ▶ Develop internal online calendar
  - Media
  - Public relations
  - Social Marketing
  - Blog assignments and themes
  - Creative support for committee campaigns
  - Website development
- ▶ Available to all committee members
- ▶ Use as a resource in meetings
- ▶ Five-year campaign tracking

# Budget

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▶ Year one

<b>2015-2016</b>		
<b>askHRgreen.org Budget</b>	<b>\$ 100,000</b>	
<b>Media</b>	<b>\$ 25,000.00</b>	<b>25%</b>
<b>Public Relations</b>	<b>\$ 20,000.00</b>	<b>20%</b>
<b>Creative</b>	<b>\$ 45,000.00</b>	<b>45%</b>
<b>Consulting</b>	<b>\$ 10,000.00</b>	<b>10%</b>
<b>Total askHRgreen.org</b>	<b>\$ 100,000.00</b>	<b>100%</b>

# Budget

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▶ Year two

2016-2017		
askHRgreen.org Budget	\$ 100,000	
Media	\$ 30,000.00	30%
Public Relations	\$ 20,000.00	20%
Creative	\$ 45,000.00	45%
Consulting	\$ 5,000.00	5%
Total askHRgreen.org	\$ 100,000.00	100%

# Budget

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▶ Year three

<b>2017-2018</b>		
<b>askHRgreen.org Budget</b>	<b>\$ 100,000</b>	
<b>Media</b>	<b>\$ 40,000.00</b>	<b>40%</b>
<b>Public Relations</b>	<b>\$ 20,000.00</b>	<b>20%</b>
<b>Creative</b>	<b>\$ 35,000.00</b>	<b>35%</b>
<b>Consulting</b>	<b>\$ 5,000.00</b>	<b>5%</b>
<b>Total askHRgreen.org</b>	<b>\$ 100,000.00</b>	<b>100%</b>

# Budget

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▶ Year four

<b>2018-2019</b>		
<b>askHRgreen.org Budget</b>	<b>\$ 100,000</b>	
<b>Media</b>	<b>\$ 45,000.00</b>	<b>45%</b>
<b>Public Relations</b>	<b>\$ 20,000.00</b>	<b>20%</b>
<b>Creative</b>	<b>\$ 30,000.00</b>	<b>30%</b>
<b>Consulting</b>	<b>\$ 5,000.00</b>	<b>5%</b>
<b>Total askHRgreen.org</b>	<b>\$ 100,000.00</b>	<b>100%</b>

# Budget

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▶ Year five

<b>2019-2020</b>		
<b>askHRgreen.org Budget</b>	<b>\$ 100,000</b>	
<b>Media</b>	<b>\$ 50,000.00</b>	<b>50%</b>
<b>Public Relations</b>	<b>\$ 20,000.00</b>	<b>20%</b>
<b>Creative</b>	<b>\$ 25,000.00</b>	<b>25%</b>
<b>Consulting</b>	<b>\$ 5,000.00</b>	<b>5%</b>
<b>Total askHRgreen.org</b>	<b>\$ 100,000.00</b>	<b>100%</b>

# Sub-committee Annual Plans

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- ▶ Annual planning review April of preceding year
- ▶ Gather committee suggestions, needs and changes
- ▶ Reconfirm goals, priorities and strategies
- ▶ Set budgets
- ▶ Develop campaign tactics
- ▶ Present to committees for approval

# FOG Goals

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- ▶ To prevent costly infrastructure repairs because of fats, oils and grease going down drains in commercial establishments and residences
- ▶ To prevent costly infrastructure damage due to materials flushed down toilets
- ▶ To encourage residents not to use their garbage disposals which may lead to clogged pipes

# Fog Strategies

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- ▶ Fats, Oils and Grease (FOG)
  - Develop annual media campaigns to educate residents about how to prevent FOG going down the drain
    - Messaging should emphasize
      - Why it is important
      - How to do prevent FOG down the drain
      - How it affects the individual
      - Costs to cities and therefore residents
    - Promote around holidays and special events when home cooking escalates
    - Look for ways to incorporate FOG messages with other askHRgreen.org committee messages

# Fog Strategies

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- ▶ Fats, Oils and Grease (FOG)—contd.
  - Include FOG messages in the askHRgreen.org:
    - Search engine marketing campaign
    - E-newsletter – especially seasonal tips, restaurant profiles, baker profiles
    - Social media
    - Events
    - Mini-grants
  - Develop educational materials and specialty items to hand out to residents
  - Cross link the hrfog.com certification website and askHRgreen.org
  - Develop educational videos for residents and commercial establishments
    - FOG down the drain prevention

# Fog Strategies

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- ▶ What Not To Flush (WNTF) education
  - Develop media campaigns to educate residents about
    - What not to flush
    - Why this is important
    - How it may affect the individual
  - Look for ways to incorporate WNTF messages with other askHRgreen.org committee messages
  - Include WNTF messages in the askHRgreen.org:
    - Search engine marketing campaign
    - E-newsletter
    - Social media
    - Events
    - Mini-grants
  - Develop educational materials and specialty items to hand out to residents

# Fog Strategies

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- ▶ Garbage disposal use prevention (GDUP)
  - Messaging should include
    - Why it is important
    - How to do avoid garbage disposal use
    - How it affects the individual
  - Look for ways to incorporate GDUP messages with other FOG and askHRgreen.org committee messages
  - Include GDUP messages in the askHRgreen.org:
    - Search engine marketing campaign
    - E-newsletter
    - Social media
    - Events
    - Mini-grants
  - Develop educational materials and specialty items to distribute to residents
  - Develop an educational video or other demonstrations of the impact of garbage disposal use