



**Board Meeting
MWCOG
January 18, 2018**

Present:

Olivia Achuko, DOEE
Fatemeh Allahdoust, VDOT
Gary Allen, Center for Chesapeake Communities
Alexandra Catena, DOEE
Hon. Luke Clippinger, MD House of Delegates
William Ellis, Pepco
Tracye Funn, Washington Gas
Hon. Leta Mach, City of Greenbelt
John McKie, VDEQ
Randy Mosier, MDE
Brian O'Malley, CMTA
Janet Phoenix, Breathe DC
Nicky Pires, Tri-County Council for Southern MD (representing Commuter Connections)
Kari Snyder, MDOT
Glenna Tinney, Citizen Representative
Russ Ulrich, BMC
Hon. Kristen Umstadtdt, Loudoun County Board of Supervisors
Kudret Utebay, The Cadmus Group
Kristen Willard, COPD Foundation

Staff:

Jen Desimone, Clean Air Partners/MWCOG
Adrienne Dealy, Sherry Matthews
Kenna Williams Swift, Sherry Matthews
Rachel Werner, RBW Strategy

Call to Order: Brian O'Malley called the meeting to order at 12:00 pm. The minutes were approved.

Clean Air Partners Updates: Jen Desimone

Jen provided an update on program activities.

Local Events: Clean Air Partners attended the following fall events.

- DATA's Live More Block Party, Reston, VA – October 4
- Anacostia River Festival, Bladensburg, MD – October 14

Project Updates:

- Website Redesign – The website redesign was completed and launched on January 2.
- Northrop Grumman AirCasting – Northrop Grumman approved the program's grant application to continue the AirCasting STEM project for its 3rd year.

- Slogan Contest – Clean Air Partners held its 7th annual slogan contest for local middle and elementary students. The contest received over 200 submissions.
- Poster Contest – The 10th annual poster contest was launched last week. Deadline for submissions is March 23rd.
- Science Fairs – Judges are needed for the regional science fairs. The fairs occur in March. The following Board members volunteered:
 - Alexandra Catena – DC Science Fair
 - Glenna Tinney and John McKie – Fairfax County Science Fair
 - Leta Mach and Gary Allen – Prince George’s County Science Fair
 - Russ Ulrich – Baltimore Science Fair

Nominating Committee: Brian O’Malley

In preparation for the April Board meeting, the nominating committee was formed to prepare the Board slate.

The Nominating Committee includes:

- Brian O’Malley
- William Ellis
- Gary Allen
- Glenna Tinney

Marketing and Fundraising Planning Discussion: Sherry Matthews

Sherry Matthews led a planning discussion with Board members. The discussion focused on reaffirming the organization’s vision and goals. The Board defined measurements of success, target audiences, and challenges. Members also reviewed SWOT analyses of tactics including public relations, grassroots outreach, awards ceremony, and digital and outdoor media. The Board agreed to refocus the Annual Awards as a press/recognition events to reach a larger audience and use PR to highlight student projects.

An overview of the fundraising process was presented and a fundraising subcommittee was established to aid in the development of the fundraising plan. The following members volunteered for the committee:

- Brian O’Malley
- Fatemeh Allahdoust
- Kari Snyder
- Gary Allen

The revised marketing and fundraising presentation is attached as reference. The updated slides incorporate feedback provided by the members.

Adjournment of Meeting: 2:00 pm



CLEAN AIR PARTNERS

JANUARY 18, 2018

SHERRY MATTHEWS MARKETING

- Full-service marketing firm with public service focus
- Founded in 1983
- Offices in DC, New York, & Austin
- 25 years in air quality and environment campaigns



- Local fundraising partner
- 15 years of grants experience in the nonprofit, government and corporate sectors
- Garnered over \$20 million in grant funding
- Certified Grants Professional since 2014 and Project Management Professional since 2010





AIR QUALITY EXPERIENCE



COG'S MARKETING PARTNER

- Proven, 5-year track record on *Street Smart*
- Tripled campaign awareness
- 450 news stories
- \$6 million in donated media
- 5-to-1 ROI on \$750,000 annual budget



OUR PROCESS

- ✓ Outline goals, prioritize objectives, define success
- ✓ Define target audience, develop key messages
- ✓ Deploy communications methods
- ✓ Execute and evaluate our efforts



CLEAN AIR PARTNERS CORE VISION

- ✓ Be a recognized regional leader in providing air quality information and motivating actions to improve air quality.
- ✓ Offer effective resources, tools, and technology to inform residents about air quality and ways to improve regional air quality and public health.
- ✓ Empower people and organizations to improve air quality through simple actions to reduce air pollution.



PROGRAM GOALS

Position Clean Air Partners as a trusted source on air quality in the Washington-Baltimore region.

Raise awareness of the impact of everyday actions on air quality and public health.

Provide the public with the tools to stay healthy during poor air quality days

Motivate action on the community level (individual and businesses).



WHAT DEFINES SUCCESS?



DEFINING SUCCESS

- Maintain/increase participation in Clean Air Partners initiatives
- News stories covering Clean Air Partners efforts
- Impressions from various media channels, including grassroots outreach, social media, website, and app downloads
- \$70,000 fundraising goal
- Behavior change – survey



WHAT ARE THE KEY CHALLENGES TO OVERCOME?



CHALLENGES

- Changing landscape in air quality
- Overall political climate (could also be opportunity)
- Expensive media markets
- Smaller budget
- Many target audiences
- Many messages
- Campaign activity is spread thinly
- Personal motivation/transient population



TARGET AUDIENCES

- General public
- Businesses, organizations, governments, and schools
- General news and social media (including meteorologists, reporters, and other influencers)

7 in 10 people believe they personally can make a difference to improve air quality.*



*Clean Air Partners Survey, 2015



TARGET AUDIENCES

Audience willing to make a change is most likely* to:

- Believe air pollution is a problem.
- Believe they can personally make a difference in improving the air.
- See climate change as a big problem.
- Be female.
- Be African American.

*Clean Air Partners Survey, 2015



TARGET AUDIENCES

SUBSEGMENTS

- Cost-Conscious Consumers.
- Millennials.
- Environmentally Motivated Individuals.
- Health-Sensitive Groups.



PUBLIC RELATIONS

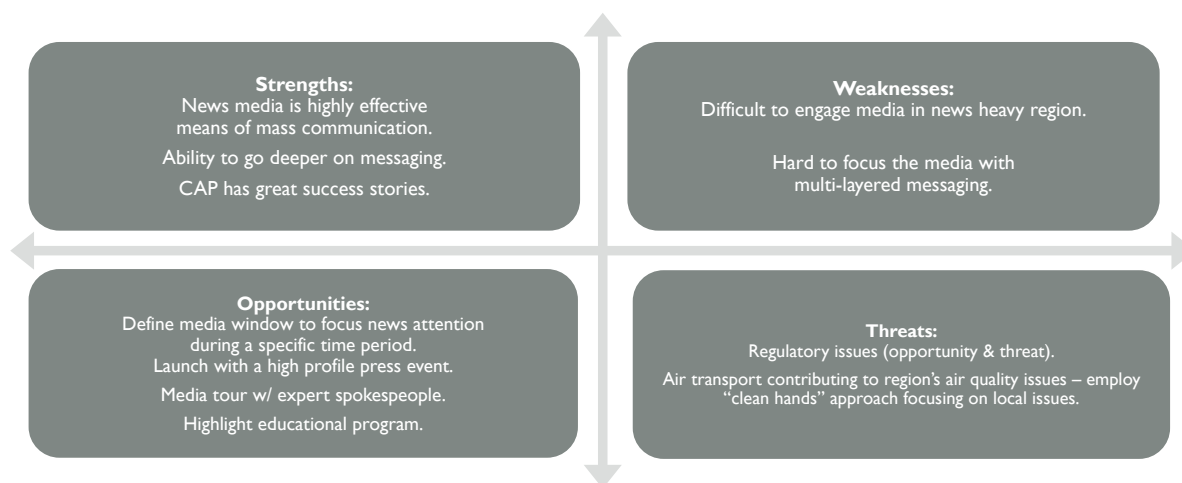


PR OBJECTIVES

- Engage the news media to relay air quality messages to the public.
- Establish Clean Air Partners as regional expert “go-to” source for air quality issues.



SWOT Analysis: Public Relations

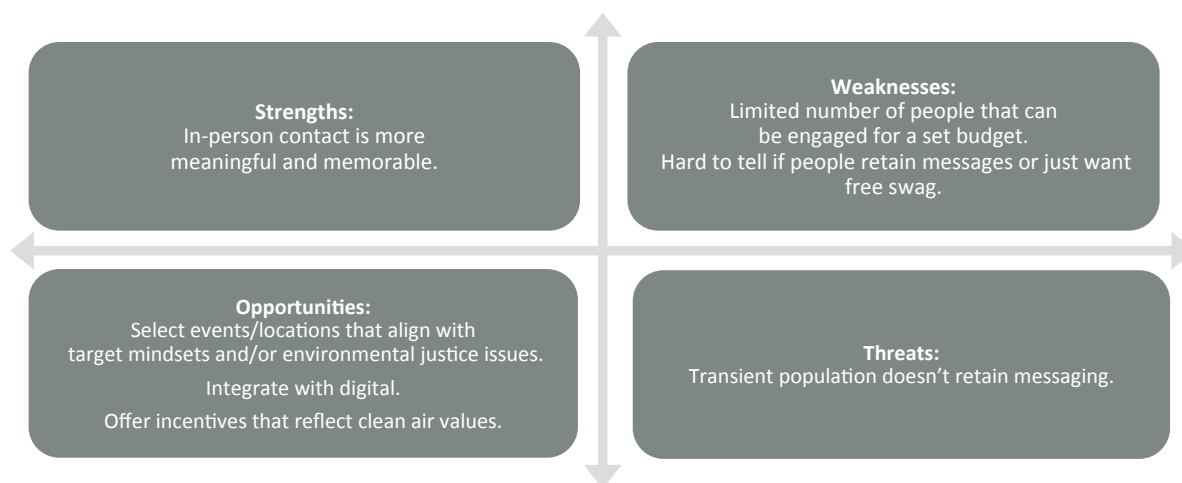


SUGGESTED PR ACTIVITIES

- Highly visible press event designed to launch the campaign with the media.
- Media tour pitching spokespeople during heavy ozone months.
- Dedicated meteorologist outreach.
- Seasonal media outreach tied to specific air quality issues
Topics could include Car Free Day, Carpool Week, winter weatherization, etc.
- Media tracking, reporting, evaluation.



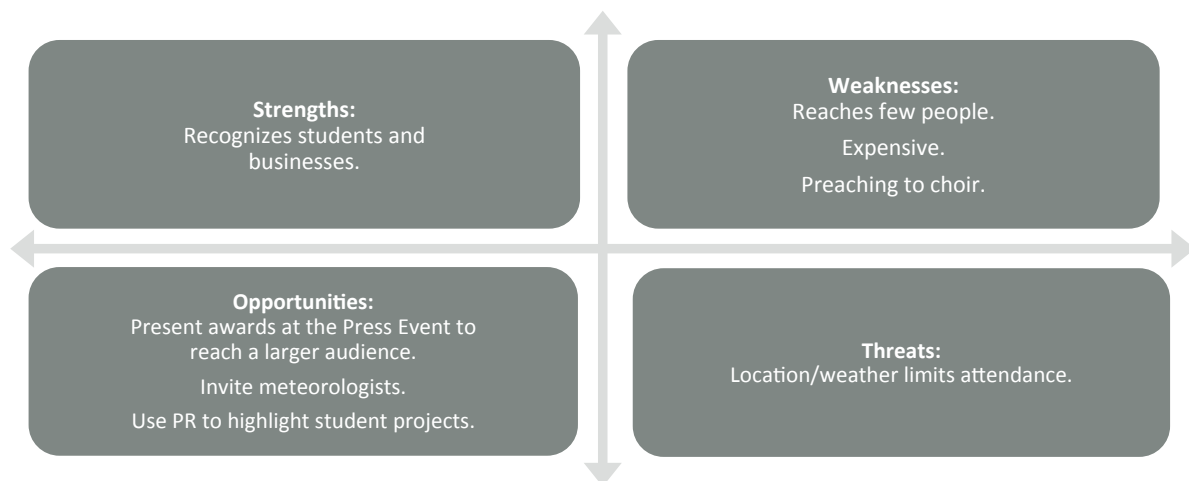
SWOT Analysis: Grassroots Outreach



GRASSROOTS OUTREACH



SWOT Analysis: Awards Ceremony



SUPPORTING MEDIA MATERIALS

Provide the media with everything they need to tell the story we want them to tell:

- Campaign fact sheets with data and action steps.
- Video b-roll with relevant, news-ready clips.
- Knowledgeable spokespeople available to give interviews in English and Spanish.
- News releases in English and Spanish for campaign events and milestones.
- Op-eds tailored to specific and timely air quality issues.
- Visual, engaging, relevant press and outreach events.
- Localized media advisories to support activities.



ADDITIONAL MEDIA CHANNELS



SWOT Analysis: Outdoor/ Radio Mass Media

Strengths:
Guaranteed to reach a larger audience.

Weaknesses:
Expensive to buy into minimum levels.

Opportunities:
Donated media through local jurisdictions and transit partners.

Threats:
Must have budget to pay for printing.
Messaging must be memorable and clear.



SWOT Analysis: Digital Website, social media, mobile app

Strengths:
Very informative and educational.

Weaknesses:
Difficult to get the public to pay attention and follow through.

Opportunities:
Integrate with grassroots outreach.
Tap celebrities/influencers.

Threats:
Constantly evolving landscape.
Difficult to translate to real world action.



FUNDRAISING

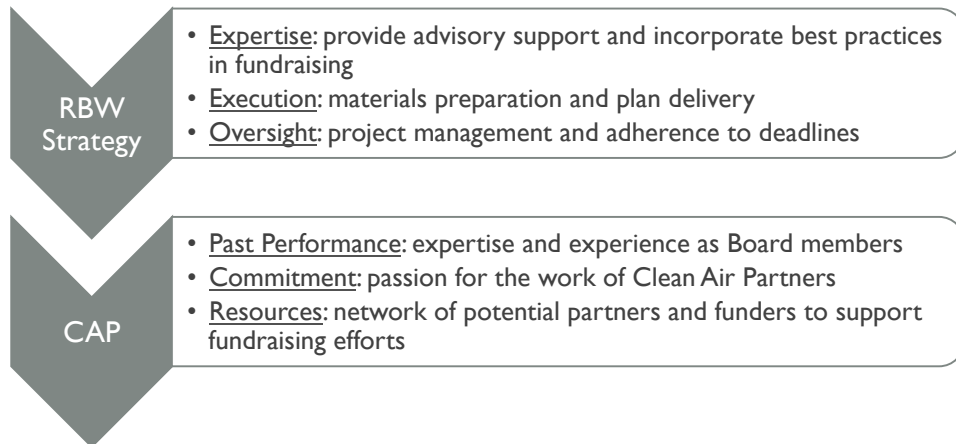


OVERVIEW

Fundraising Vision: Create a structured fundraising program to enhance CAP's capacity. This program will be routed in best practices and leverage CAP's strengths, resources and expertise, with CAP Board members serving as the voice of the organization.



OVERVIEW



PROJECT PLAN AND LEVELS OF EFFORT

Phase	RBW Strategy Involvement	CAP Involvement	Projected Outcome(s)
Phase 1: Organizational Scan and Planning <i>(Months 1-2)</i>	<ul style="list-style-type: none"> Review Clean Air Partners strategic planning documents, background information, financials, etc. Lead information gathering efforts with selected Board members 	<ul style="list-style-type: none"> Ensure relevant staff are available to speak with RBW Strategy on financial, operational, strategic planning, client data and program related questions Provide documentation to RBW Strategy based on info requested 	Fundraising Plan component within larger Marketing and Fundraising Plan
Phase 2: Prospect and Partner Research <i>(Months 2-3)</i>	<ul style="list-style-type: none"> Conduct research on relevant prospects (corporate, corporate foundation, government, etc.) Use information from Organizational Scan phase to guide research 	<ul style="list-style-type: none"> Review the prospects that RBW Strategy has identified to determine fundraising approaches to pursue Respond to questions about research as needed by RBW Strategy 	Excel worksheet with different tabs for each type of funding source prospect with all relevant information included on each funder



PROJECT PLAN AND LEVELS OF EFFORT

Phase	RBW Strategy Involvement	CAP Involvement	Projected Outcome(s)
Phase 3: Funder and Partner Outreach and Cultivation <i>(Months 3+)</i>	<ul style="list-style-type: none"> Research funder to determine cultivation approach Prepare recommended ask and materials Track cultivation through project management plan 	<ul style="list-style-type: none"> Assign resource for cultivation outreach based on RBW Strategy Perform cultivation and ongoing relationship building 	Cultivation plan for each new funder and/or partner
Phase 4: Proposal Writing and Materials Development <i>(Months 3+)</i>	<ul style="list-style-type: none"> Prepare proposal or sponsorship content Update and review drafts and attachments Prepare for submission 	<ul style="list-style-type: none"> Provide content for proposals Respond to RBW Strategy questions for feedback Provide budget information and attachments 	Completed applications, packages and/or other relevant materials
Ongoing: Project Management	<ul style="list-style-type: none"> Update project management plan and status reports Facilitate meetings Confirm action items 	<ul style="list-style-type: none"> Participate in status meetings Follow-up on assigned action items 	Project management plan to guide all fundraising activities



FUNDER CULTIVATION

Relevance: Required for outreach to new or renewal funders

Person(s) Involved: CAP Board or staff member assigned

CAP Level of Effort: Varies depending on funder, can be several hours per month for aggressive cultivation efforts

RBW Level of Effort: Material development, scheduling, tracking, developing cultivation strategies for funders

Benefits: Enhanced likelihood of long-term success and establishing best practices in fundraising throughout the organization; can be based on personal and professional relationships already in place

Considerations: Time intensive, requires lengthy research and time to cultivate funders



CORPORATE SPONSORSHIP

Relevance: Develop public-private partnerships to support CAP initiatives through sustained giving from corporate entities

Person(s) Involved: CAP Board or staff member assigned

CAP Level of Effort: Outreach to sponsors for cultivation efforts, feedback on giving levels for corporate sponsors

RBW Level of Effort: Research, material development, tracking, developing cultivation strategies, corporate sponsorship package development

Benefits: Create long-term relationships and align marketing and fundraising efforts. Develop strong case statement language and framework for corporate sponsorship program

Considerations: Leverage existing, new and lapsed CAP (or other) funding relationships. Can take time to fully execute a well-established program



GRANT FUNDING

Relevance: Build private and government funding streams for long-term sustainability

Person(s) Involved: CAP Board or staff member assigned

CAP Level of Effort: Outreach to grant funders and feedback on grant proposals

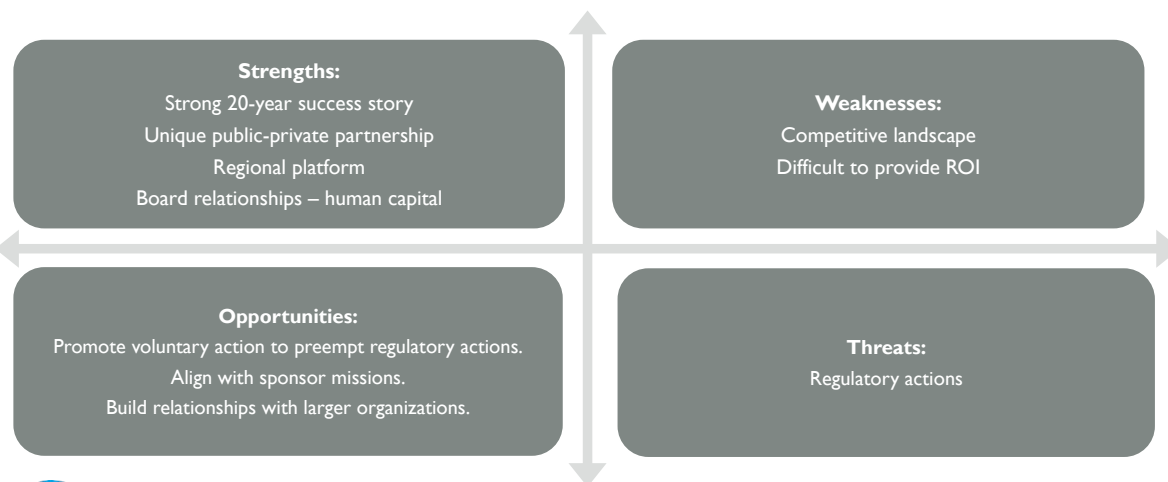
RBW Level of Effort: Research, material development, tracking, developing cultivation strategies, grant application development

Benefits: Secure funding for long-term partnerships. Create robust language that showcases CAP's community impact

Considerations: Can require multiple applications to get funded by a new prospect and may require post-award reporting to show progress



SWOT Analysis: Fundraising



NEXT STEPS

- SMI to draft initial marketing and fundraising plan and budget in coordination with Marketing Committee to present to the Board in April.
- CAP to designate a Fundraising Subcommittee.



QUESTIONS AND COMMENTS?



THANK YOU!

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