



Clean Air Partners Marketing and Communications Plan 2018 – 2020

OVERVIEW

This Marketing and Communications Plan is designed to support long-term execution of Clean Air Partners communications efforts in partnership with Sherry Matthews, Inc., beginning with a 2018 summer ozone season campaign. Understanding that needs and opportunities change over time, the framework in this plan allows for flexibility and refinement as we overcome challenges and achieve success. The Marketing and Communications Plan has been developed in tandem and is closely aligned with the Fundraising Plan.

At a glance, the plan includes:

- Research-based strategy that outlines goals, objectives, target audiences, and key messages.
- Revitalizing campaign materials that will capture attention and position Clean Air Partners as a local air quality authority, including a new advertising concept simplified for clarity, memorability, and visual appeal.
- Conducting a highly visible press event ahead of the height of ozone season, meteorologist outreach, and multi-wave media tours to generate press coverage throughout the year.
- Engaging the public with on-the-ground grassroots outreach to connect with local residents in a meaningful way, educate the public on ways to improve air quality, and promote app downloads.
- Leveraging partnerships to expand reach and deliver free impressions.
- Evaluation and performance measures to refine our approach leading into 2019 and 2020, to replicate and amplify success.

CLEAN AIR PARTNERS MISSION STATEMENT

Inform, educate, and motivate individuals, businesses, organizations, and governments throughout the greater metropolitan Baltimore-Washington region to improve air quality, and ultimately improve public health and the environment.

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.

GOALS

The following multi-year Marketing and Communications Plan includes a framework with strategies and tactics to support and drive the following program goals:

- Position Clean Air Partners as a trusted source on air quality in the Baltimore-Washington 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 (individuals and businesses).

CHALLENGES TO OVERCOME

- Changing landscape in air quality.
- Many target audiences.
- Many messages.
- Overall political climate.
- Small budget.
- Expensive media markets.
- Thinly spread campaign activity.
- Lack of personal motivation/transient population.

IDENTIFYING TARGET AUDIENCES

- General public.
- Businesses, organizations, governments, and schools.
- General news media (including meteorologists) and community influencers.

Clean Air Partners air quality messages are relevant to all residents in the Baltimore-Washington region. With a limited budget, however, it is imperative that we identify specific target audience segments for our efforts to yield the best return. We begin by examining the 2015 household survey results and additional research to identify the audience segments that are likely to yield the highest return on investment—those whose daily actions affect air quality and are likely to be most receptive to our messages. In addition, we will define which messages resonate the strongest with each of these key segments, which sometimes overlap with one another.



Cost-Conscious Consumers

Generally, people feel guilty about not doing enough for the environment and most are receptive to doing more, but sometimes keeping the air clean is not a strong enough message on its own to motivate meaningful behavior change. The good news is that a number of air quality tips also result in saving consumers money. This segment is likely to be African American and female (but is not exclusive to those demographics). These individuals will be receptive to messages that tie simple, doable actions to cost savings as well as clean air.

Environmentally Motivated Individuals

Residents most willing to make a change are most likely to see air pollution and climate change as a problem and believe they can personally make a difference in improving the air. This segment's mindset is perfect for the cause—they report considering the environmental impact of their decisions but might not know the variety of actions they can take to improve air quality. By educating them about what to do, this group can become our ambassadors and share their efforts to take action.

Millennials

People under age 40 tend to have stronger environmental inclinations, a desire to affect change, flexible attitudes, and habits that are open to change. This will make them likely to pay attention to our messages and act on them.

Health-Sensitive Groups

These include people of all ages who are at greater risk from air pollution, including older adults, children (and their parents), and those with heart or lung diseases.

KEY MESSAGES

An ongoing communications strategy should be realistic and consistent, so it needs to take advantage of existing Clean Air Partners assets. After an initial internal materials audit, we recommend structuring Clean Air Partners communications around the **"Breathe Easy"** theme.

Beyond elevating a personal and local brand connection to clean air, our job is to help residents make the connection that there are simple things they can do to improve the region's air quality. We recommend **"Do your share for cleaner air"** as a clear, specific tagline to reinforce the public's ability to make a difference in improving air quality.

Additional supporting messages to inspire action include the following:

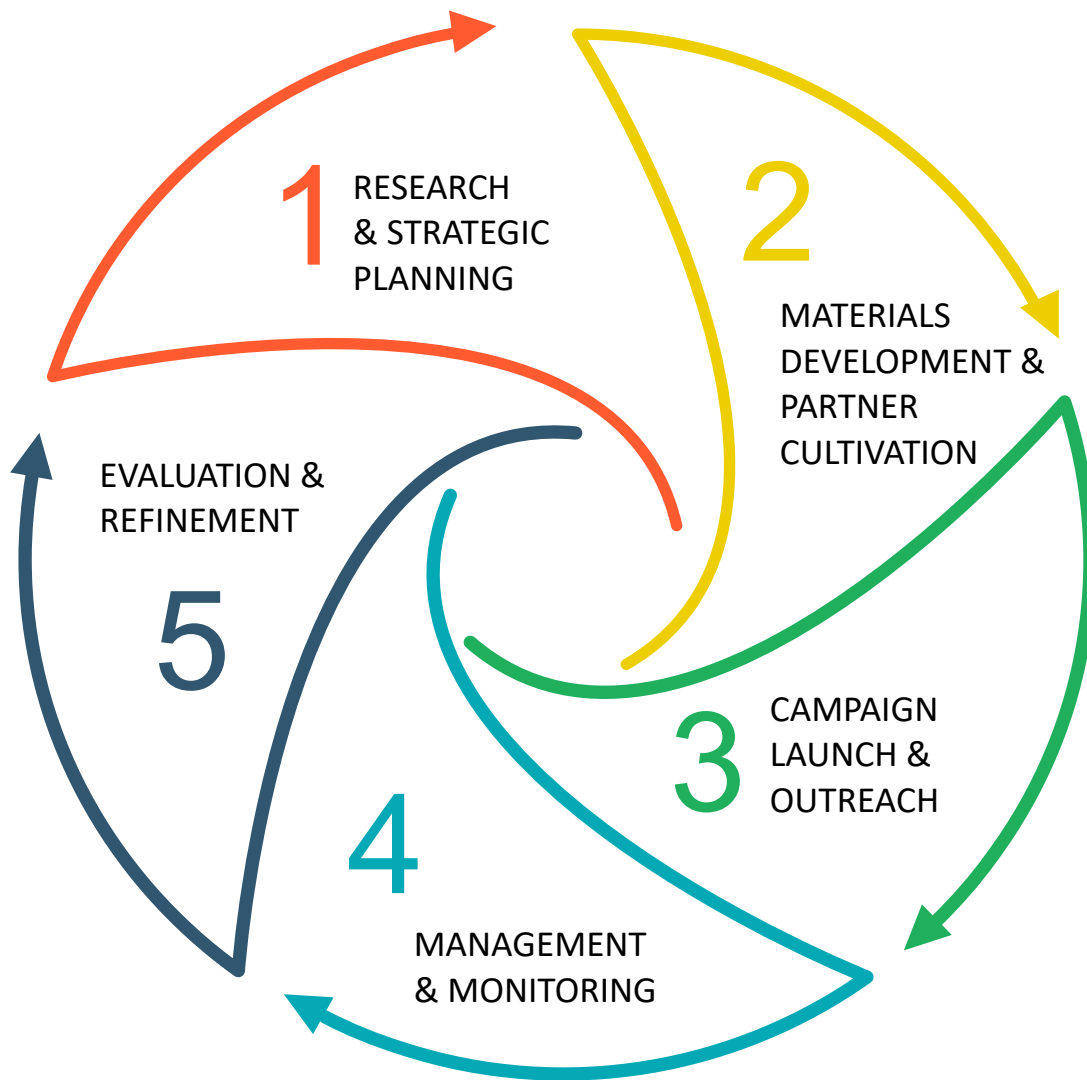
- Save money and reduce air pollution by taking easy steps at home and on the go.
- Find simple tips and tools to stay healthy on poor air quality days at CleanAirPartners.net or by downloading the Clean Air Partners App.

Clean Air Partners has a multitude of messages around the everyday actions the public can take to improve air quality and also learn how to stay healthy on poor air quality days. Messages should be prioritized based on the willingness of the public to do the desired behavior. In addition to prioritization, message coordination by topic and timing is critical to inspiring action. Actions can be grouped in the following categories:

Transportation: Driving Cleaner	<ul style="list-style-type: none"> • Refuel your motor vehicles after dusk.* • Inflate your tires properly.* • Don't top off and tighten your gas cap. • Avoid idling in your car. • Perform regular maintenance on your vehicle. • Combine errands into one trip.
Changing to Alternative Transportation	<ul style="list-style-type: none"> • Take transit.* • Bike. • Walk. • Carpool/vanpool. • Telecommute.
Home Energy	<ul style="list-style-type: none"> • Turn off lights and electronics when not in use.* • Replace incandescent light bulbs with energy efficient CFLs or LED bulbs. • Set your thermostat temperature up when cooling your home and down when heating your home. • Clean heating and air conditioning filters every month. • Use caulk/weather stripping to weatherproof home. • Choose energy-efficient appliances. • Install a programmable thermostat.
Lawn & Garden	<ul style="list-style-type: none"> • Use electric lawn/yard equipment or natural yard care instead of gas-powered equipment.* • Use a gas or electric grill instead of charcoal. • Seek out household products that are safe for the environment. • Limit pesticide use. • Plant shrubs, native plants, wildflowers, or ground covers, and minimize grass.
AQI Monitoring/ Health	<ul style="list-style-type: none"> • Learn the levels of Air Quality Index* • Download the Clean Air Partners App*

**Denotes priority messages designated for the summer 2018 campaign.*

MARKETING & COMMUNICATIONS CAMPAIGN LIFECYCLE



CAMPAIGN TIMING

The effectiveness of Clean Air Partners communication efforts hinges on reaching the most receptive audiences with the right messages as many times as the budget will allow. Concentrated repetition over a shorter period of time is key in breaking through to our target audiences. Defining a campaign window also focuses media attention during the specific time period and makes news coverage more likely.

We recommend the primary concentration of activities be during the summer months to capture the peak ozone summer months, when air quality matters most. After the initial focused burst of activities between June and September 2018, we will follow up with seasonal content and positioning Clean Air Partners as air quality experts year-round.

Year-Round Efforts 2019–2020

HIGH												
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LOW												
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC

Topics throughout 2019 and 2020 could include:

- January/February: Winter weatherization/heating.
- March/April: Lawn and garden maintenance, Earth Day.
- May: World Asthma Day, Air Quality Awareness Week & Bike to Work Day.
- June: Ozone season awareness.
- July/August: Home energy/cooling, reducing energy bills.
- September/October: Try Transit, Car Free Days, Walktober, Walk to School Day.
- November/December: Holiday green tips travel tips.

The Sherry Matthews team will work closely with the Managing Director to determine the exact timing and tactics deployed for each effort (PR, grassroots outreach, social media, sponsored media campaign, etc.). All marketing and outreach activities will be structured around delivering these messages at these times, thereby establishing Clean Air Partners as a leader in delivering effective, relevant messages about air quality at a time when people are most likely to hear them.



A Clean Air Partners Editorial Calendar will be developed to concentrate and inform media relations, social media, partner outreach, grassroots activations, and sponsored campaigns. The most effective communication strategies use integrated outreach tactics to reach our audiences through as many touch points as possible. The editorial calendar will allow all outreach initiatives and partners to pull from the same guide to ensure consistency, coordination, and activation.

Consistent practice of this approach over three years will solidify Clean Air Partners as a source of knowledge and information for consumers and media alike.

MATERIALS DEVELOPMENT

Every touchpoint with the target audiences is an opportunity for Clean Air Partners materials to shine with the look and feel of a world-class brand while communicating air quality messages.

There's an old adage that says, "If you say too much, you're not saying anything at all." No matter how informative a campaign may be, if an advertisement does not capture attention and communicate quickly, it cannot inspire action. The Sherry Matthews team recommends revitalizing existing campaign materials by streamlining messages and repackaging them into more attention-grabbing and memorable creative executions.

The "Skywriting" concept features the sky above Baltimore-Washington communities to contextualize the air quality message while literally spelling out the actions Clean Air Partners wants people to take.

This concept positions Clean Air Partners as a relevant and regional authority on air quality by connecting the brand to the skies above iconic local landscapes. It also lends itself to customization of locations and messages and can be deployed on all varieties of media platforms and communications channels. During 2018, these ads will be placed as PSAs with transit agency partners and amplified via social media graphics, partnerships, and grassroots outreach efforts. In 2019 and 2020, we can build and expand based on the success of 2018 efforts.

PUBLIC RELATIONS & MEDIA OUTREACH

With the organization's limited dollars for paid advertising, securing extensive news coverage is a critical part of relaying air quality messages to a larger public audience. Our media relations strategy is to make it as easy as possible for reporters to cover Clean Air Partners messages in



news stories by pitching interesting story lines, creating compelling visuals, offering articulate spokespeople, and providing solid background information.

To optimize earned media in 2018, we recommend a three-pronged PR strategy for Clean Air Partners. It involves:

- Launching with a highly visible press conference / awards recognition event on Federal Hill in Baltimore on June 21, the first day of summer, before the height of ozone season.
- A media tour pitching Clean Air Partners spokespeople for interviews to extend the coverage of the campaign through the summer.
- Dedicated meteorologist outreach with specific call-to-action messages for higher alert days.

Besides creating the news hooks that capture the attention of reporters and news directors, we will prepare turnkey media kits that they can use to build news stories that convey our air quality campaign messages. The press kit for campaign waves includes:

- Event-specific media materials, including a press release in English and Spanish.
- Media advisories that support activation events.
- A customized fact sheet on air quality in the region.
- B-roll video package with relevant, news-ready clips.

The Sherry Matthews team will conduct a local media tour and distribute customized press kits to generate news coverage around the launch event and follow-up efforts. Media relations activities will include:

- Promoting the summer ozone season campaign launch event to local media across the media market.
- Working closely with Board members, local jurisdictions, and partners to leverage existing networks and relationships and to publicize events and PR opportunities through their channels.
- Updating and cultivating the Clean Air Partners spokesperson reserve by topic and industry.
- Positioning Clean Air Partners spokespeople as experts to interact with media.
- Pitching media coverage of events.
- Following up on any media inquiries after an event.

Throughout the duration of the summer ozone season campaign, we will spearhead the media relations effort by leveraging our communications channels and driving messaging angles with a broad variety of media outlets, including meteorologists. The Sherry Matthews team will



leverage existing media relationships and also build new ones to secure coverage for the campaign.

After the 2018 summer ozone season campaign, we will sustain momentum leading into years two and three with mini waves of pitching seasonal content and positioning Clean Air Partners as air quality experts year-round.

The Sherry Matthews team will monitor and track the results for all public relations efforts and provide earned media reports, including a full list of news stories and value generated from broadcast, print, and online media coverage.

DIGITAL/SOCIAL MEDIA OUTREACH

In addition to pitching online news sources, Clean Air Partners will leverage the power of digital and social media to amplify air quality messages. Digital recommendations for Clean Air Partners include the following:

- Editorial content calendar for Twitter and Facebook channels, including visual graphics integrating the “skywriting” concept.
- A digital resource toolkit with assets such as customizable email copy, standard size web graphics that can be displayed on any partner’s website or blog, and coordinated messaging with suggested campaign tweets and Facebook posts for them to post on social media.
- Innovative on-the-street efforts that lend themselves to social media postings, incentivize downloads for the Clean Air Partners App, and reinforce the actions that people can take to improve air quality.
- Updated email series to Clean Air Partners’ existing database of email addresses.

GRASSROOTS OUTREACH

To supplement public relations and social media, we will conduct extensive public grassroots outreach with on-the-ground street teams. Engaging with local residents in person creates more meaningful and memorable connections. We recommend deploying professionally trained activation teams, or Clean Air Ambassadors, to engage with people at targeted events and educate the public on simple actions they can take to improve air quality in the Baltimore-Washington region. The Clean Ambassadors will be roving the location, wearing backpack banners to serve as “walking billboards” with campaign messaging.



Summer 2018 Farmers' Market Tour

In 2018, the Clean Air Ambassador teams will focus efforts during the summer at local farmers' markets in communities around the Baltimore-Washington region. We will motivate individuals to download the Clean Air Partners app on-site with a drawing for a preloaded SmarTrip card or CharmCard pass—which further encourages clean-air transportation habits.

In 2019 and 2020, grassroots outreach efforts can target additional relevant locations such as Montgomery County Greenfest, Howard County Green Festival, and Bike to Work Day.

Each activation will have an assigned team lead to ensure the team is in position, on task, and adequately stocked with necessary materials. After each event, the team lead completes a written event recap including attendance, engagements, distribution, public comments, staff observations, and event photos.

PARTNER OUTREACH

In addition to grassroots outreach, strategic partnerships can help Clean Air Partners reach and activate a wider audience with high-impact and compelling air quality messages. We will cultivate partnerships with local jurisdictions, transit agencies, media outlets, community groups, high schools, and universities, providing the campaign free ad placements and materials distribution.

We will work closely with Board members and staff to connect with and evaluate potential partnership opportunities to ensure the strategy developed provides a return on objectives and investment. Regardless of the partner, it is imperative that together we develop a multifaceted, customized agreement that:

- Supports Clean Air Partners goals, objectives, and positioning.
- Engages key audiences with air quality messaging.
- Integrates with paid, earned, and social media opportunities.

Further detail on sponsorship cultivation is included in the Fundraising Plan.

MEDIA MIX

The Sherry Matthews team will work with Clean Air Partners to determine an advertising media mix (in-kind and/or paid, if funded) that will maximize the number of interactions with Clean Air Partners messages and resources and the raise visibility of the Clean Air Partners brand.



If sponsor funding for paid advertising becomes available, we can strategically place, track, and optimize campaigns for placements that are performing the strongest with the target audiences.

EVALUATION & REPORTING

Throughout the year, the Sherry Matthews team plans to track and report the following:

- Details on broadcast, print, and online earned media news stories, including date, time, channel, length, and impressions.
- Dollar value of earned media and donated media.
- Number of corporate and community partners.
- Number of consumers reached through outreach efforts.
- Quantity of campaign materials distributed.
- Website analytics, including total and unique visitors and page views, by quarter.
- Reach, frequency, impressions, cost analysis, and added value from traditional media buys, if funded.
- Impressions, clicks, cost-per-click, and other relevant measurements related to online and mobile advertising, if funded.
- Monthly campaign-wide progress reports.

At the conclusion of each year, an annual summary of all efforts will be presented to Clean Air Partners Managing Director and Board.

2018 Performance Objectives

- Execute one high visibility press conference to launch the 2018 summer campaign, garner news coverage about air quality in the region, and recognize award winners and partners.
- Develop and pitch media materials, including news releases, fact sheets, and media advisories for the campaign launch event and up to three mini waves.
- Create and pitch b-roll video package to a minimum of ten TV broadcast news outlets and 25 online and print news reporters.
- Customize and pitch a meteorologist toolkit to at least 12 meteorologists.
- Update and cultivate a Clean Air Partners spokesperson reserve.
- Secure a minimum of 20 news stories and/or media interviews for Clean Air Partners spokespersons.
- Secure annual earned media coverage with an estimated PR value of \$450,000 and 15 million estimated impressions.
- Produce four backpack banners for “walking billboards” at outreach events.



- Conduct grassroots outreach at 10 locations, reaching at least 5,000 consumers and distributing a minimum of 4,000 AQI/tip cards.
- Increase website visits and social media engagement by 5 percent.
- Increase Clean Air Partners app downloads by 10 percent.
- Approach a minimum of 10 partners for in-kind advertising, including media companies, transit authorities, and local jurisdictions.
- Secure a minimum of 100 donated in-kind advertising placements on transit and other media worth at least \$50,000.
- Meet fundraising goal of \$70,000, as detailed in the fundraising plan.

The evaluation of the 2018 summer campaign will create a baseline of performance measures that we will update at the beginning of every year. The objectives achieved and challenges documented will help inform planning and refine tactics for efforts in 2019 and 2020, with the overarching goal to increase results year-over-year. Additionally, consistent implementation of household surveys (estimated every three years) will contribute insights to both the evaluation of awareness and behavior change in the region, as well as Clean Air Partners strategic communications planning over the long term.