

Attachment 3-1

FY 06-07 Watershed Watch Work Plan

BACKGROUND

The primary goals of the Watershed Watch Campaign are to:

1. Change behaviors that negatively impact the watershed.
2. Encourage behaviors that protect, preserve and restore the watershed.
3. Inform audiences about activities that impact the watershed.
4. Build awareness of watershed issues in general.

In fiscal year FY 05-06, Carl & Manor Advertising was contracted to:

- Develop new approaches to the campaign creative
- Develop plans and strategies to meet the goals of the campaign
- Maintain and develop partnership relationships that benefit the Program and WE&O campaign goals
- Coordinate campaign activities and consult the WEO AHTG.

Carl & Manor Advertising presented two different creative directions to the WEO AHTG based on two different scenarios:

1. Keep the look of the Campaign same and make changes to existing creative.
2. Make major changes to the Campaign including changing its name, redesigning the logo and developing new creative.

For the second scenario, Carl and Manor proposed a new campaign theme “Clean water ways” because it more clearly and directly communicates the goals of the campaign (education and awareness, behavior modification) with a direct message: Do things the clean water way, to have clean waterways. To ensure that WE&O messages resonate with campaign audiences in FY 06-07, the WEO AHTG decided to seek the opinion of their target audiences (English and Spanish-speaking residents of Santa Clara County). Focus groups were suggested as a means to evaluate the effectiveness of the two different campaign themes, as well as various executions of the campaign messages. Based on the results of the preliminary creative development and focus group results conducted in FY 05-06, the consultants will proceed with fully implementing the creative for the campaign in FY 06-07.

FY 06-07 Work Plan

The following tasks will be implemented in FY 06-07 to achieve the Campaign goals:

TASK 1: Creative Development

The creative development process will involve determining the factors and incentives that lead to behavior changes as well as the barriers to behavior changes in the Program's target audiences. Barriers to behavior changes will also be considered while developing messages. The target audiences are:

Primary target audience:

- Santa Clara County residents
- Homeowners
- Aged 35+
- College educated

Secondary target audiences:

- Spanish-speaking or bilingual Santa Clara County residents
- All Santa Clara County residents aged 15-34
- High school students
- Lower income residents (\$35,000 total household income or less)

For example, the motivating factors for the primary target audience could be their children's welfare (if applicable), property values, economic factors, and convenience / time.

The secondary (long-term) audiences are greatly diverse and therefore may have widely varying issues and motivations. The motivating factors for them could be:

- For Spanish-speaking or bilingual Santa Clara County residents - family values / children's welfare, economic factors.
- For Santa Clara County residents aged 15-34, high school students - making their mark on the world, economy / employment, and pleasure / having fun
- For lower income residents (\$35,000 total household income or less) - economy / security, housing.

The Campaign will attempt to understand and answer the inherent questions that the target audience will ask upon hearing our message(s):

- Why should I care?
- What's in it for me?
- What can I do?
- What difference will it make?

Campaign messages will answer these target audiences' questions; inform them and show benefits. Each of the messages will get their attention, be clearly understandable, focus on one action or desired outcome, appeal to the audience's values and concerns, demonstrate the relevance of their participation/action, and explain just how easy it is to

take action to protect the environment.

Ideally, the actions that the Campaign asks the audiences to take will be traceable and quantifiable, so as to effectively evaluate the messages, media and partnerships.

The messages will be adapted depending on the communication medium (e.g. newspaper, radio, web, etc.) while maintaining a look and sound consistent with the overall Campaign.. The messages may also be adapted to maintain consistent meaning and intent in Spanish. This consistency or “synergy” in marketing materials is critical in the overall effectiveness of the Campaign, so the marketing messages create a cumulative impact on the audience.

Final execution will be determined by media selections, the needs of partners and participating jurisdictions, and available budget, but are likely to include:

- Print media (daily/weekly newspapers, locally-produced magazines, direct mail)
- Transit media (bus board posters)
- Radio (recorded messages, public service announcements)
- Collateral (point-of-purchase displays/prompts, materials for distribution)

TASK 1 DELIVERABLES:

Final deliverables are contingent upon media plans and WEO AHTG agreement about the message focus for each campaign flight. Deliverables are likely to include:

- Up to 3 print ads focusing on pesticides, mercury and one more pollutant/activity – The advertisements will be sized for SAU publications (standard broadsheet / daily newspaper), Tabloid publications (weekly and specialty publications), and Direct mail (post cards or flyers, if applicable)
- Up to 3 60-second radio spots produced in English and Spanish – Messages will focus on pesticides, mercury and one more pollutant/activity. The spots will be developed with consistent music bed and voice over talent, ideally utilizing a consistent open and closing for increased/developing recognition as Program messages. Spots of 15- and 30-seconds will also be explored for added frequency, if a simplified “awareness” or “quick tips” message is deemed effective in our media mix.
- If they are determined to be a viable medium to deliver our message, transit ads are budgeted for one media flight. Messages will be implemented in English and/or Spanish, depending upon the geographic target area (bus routes) selected for the campaign. If transit ads are not part of the media plan, transit ad production budget will be reallocated to the media budget.
- Primarily the collateral development under consideration is the Discount or Rewards Card and related point-of-purchase display materials for our Program partners. Development and distribution of these materials depends upon budget and partnership development. Printing is not included in the budget, but if needed, consultants will seek support for the budget from partners.

TASK 1 BUDGET: \$18,600

TASK 2: Media Advertising

As much as possible, media partnerships, schedules / flight plans and budget allocations will be determined in FY 05-06, so they are ready for implementation early in FY 06-07. In developing these plans, the consultants will work with the WEO AHTG to clearly identify and define their media goals and preferences, and obtain their approval.

Requests for proposals will be developed to clearly define the goals of the campaign, the prospective media schedule(s)/plan, budget, and the criteria on which proposals will be judged. RFPs will be distributed to media in the geographic target area, defined as Santa Clara County geographic area, also known as the area of dominant influence (ADI).

Media Allocation

The consultants will allocate the media budget proportionate to language/population of our target audiences, and the media's effectiveness in delivering reach, frequency and added-value to the campaign. They will create an appropriate balance and synergy of radio, outdoor/transit, print and collateral, based on the goals and budget for the campaign.

Media Selection

Media will be evaluated for: its effective reach in the ADI (ratings); efficiency based on cost per thousand, reach & frequency to target audience(s), added value, and partnership opportunities.

Media selection will be based on creating a desirable balance of reach and frequency; limited duplication in programming and formats for maximum reach; maximum impact weighing rating points and impressions; and adequate frequency to create impact. Selection will also consider the proportion of media in English and Spanish relative to the population; effectiveness in delivery of the message; the messages the Campaign wants to deliver; partnerships and value-added media and promotions; and the recommendations from past surveys and focus groups on the preferred medium for receiving information.

Media Schedule

To develop the media plan, the consultants will determine the flight dates and weight of media for the flights. Schedules will be determined by the seasonality of the message(s) that may impact effectiveness of the campaign. For example, gardening and home improvement projects may be more popular in the spring and summer/fall, so pest control, gardening and household hazardous waste disposal messages may be more effective if delivered in those seasons.

Schedules may also be influenced by partnership activities and relevant event considerations. To maximize partnership opportunities, a campaign message may be tagged with a relevant partner/partnership event announcement. This added-media value could be offered in trade for in-kind Program promotion at the events, and in event marketing (co-sponsorship). A partnership and event calendar will be developed to aid in the media planning.

The consultants recommend that the media be scheduled in compact flights to maximize frequency. If budget permits, these compact flights might be combined with a "top of mind awareness" (TOMA) campaign. A TOMA campaign usually involves a short, simplified message delivered on a regular (high-frequency) basis, ideally in a fixed position or time. Examples of this are traffic or weather news sponsorships on radio or

television media, or a small business-card sized ad in print, in a fixed position such as the weather page, or specific page number, each week or each day.

It is estimated that the budget will afford one or two high-impact 3- or 4-week schedules (need to confirm), depending upon allocation of the additional pesticide and mercury outreach media budgets. The consultants will identify and select media that maximize Campaign reach within the target audience.

When the schedule is determined, the consultants will present the recommended media plan to WEO AHTG for approval. The media plan will revise as needed to meet or exceed approval.

Upon approval of the media plan, the consultants will confirm schedules with the media and secure contracts, including written commitments of added value and promotions. All creative materials and traffic instructions/insertion orders will be distributed to the media.

Task 2 DELIVERABLES:

- RFP to Media (Media Negotiation)
- Media Recommendations
- Media Plan
- Traffic/Distribution to Media
- Billing / Reconciliation / Documentation
- Media Campaign Summary (Report)

Task 2 BUDGET: \$43,650 (this will be supplemented with approximately \$30,000 available in the Pesticide User Outreach and Mercury Pollution Prevention Outreach media budget)

Task 3: Partner Development and Coordination

Ongoing effort will be devoted to supporting relationships with current partners, including

- Guadalupe River Park & Gardens
- Santa Clara County HHW Program
- The Watershed Program
- United Neighborhoods of Santa Clara County
- RAFT (Resource Area For Teachers)
- San Jose Chamber of Commerce
- Children's Discovery Museum
- Hispanic Chamber of Commerce Silicon Valley
- Don Edwards San Francisco Bay Wildlife Refuge at Alviso
- Santa Clara County Integrated Waste Management Division

- San Francisco Bay Bird Observatory
- Greenbelt Alliance
- Pick Up San Jose
- Going Native Garden Tours
- Pure Water Stores
- Summerwinds Nursery
- San Jose Conservation Corps
- Classic Car Wash
- Kelly Moore Paints
- Quality Tune up
- Creek Connections
- Keep California Beautiful
- Happy Hollow Zoo & Park
- Strong Neighborhoods
- Bonfante Gardens
- Chinese American Mutual Assistance Association
- MEDIA
 - KRTY/KLIV Radio
 - KLOK/KBRG Radio (Radio Univision)
 - KUFX/KCNL (ClearChannel) Radio
 - KEZR/KBAY Radio
 - *San Jose Mercury News*
 - Times Newspaper Group
 - Silicon Valley Community Newspapers
 - Viacom Outdoor

The consultants will also explore development of new partnerships. They will contact those who were previously sought that didn't materialize (VTA, Sierra Club), and pursue new ones like

- Additional or alternate media partners - VietUSA, Cinemas, Pennysaver, ValPak, etc. (direct mail media)
- Santa Clara County Parks & Recreation
- Water-related / Outdoor activity – Fishing, boating, rafting, kayaking
- Hardware/Garden/home improvement – OSH, Ace
- Automotive – dealers, oil change / service centers, auto parts / targeting do-it-yourself oil changes

The support of these relationships includes coordinating outreach materials or messages, promoting the partner's interests that are shared with the Program, participating in key activities and events, and suggesting or developing win-win opportunities. A calendar of events will be developed to keep all partnership activities "on the same page."

There have been developments in the media and with other partners that will require renegotiation and evaluation of partnerships. For example, *San Jose Mercury News* no longer publishes *Nuevo Mundo* or *Viet Merc*, and KCNL has switched from a youth-oriented station to Spanish-language "La Romantica" format.

Changes in the campaign creative also present new opportunities with existing partners.

Task 3 DELIVERABLES:

- Ongoing contact with partners; maintain updated contact data
- Monthly written report of results or activities

Task 3 BUDGET: \$ 6,500

Task 4: Development of Value-Added Resources

The media offers excellent value added opportunities. The consultants will negotiate media buys and partnerships for added media exposure, requesting innovative partnerships and sponsorship opportunities with the media and their advertisers. When media proposals lack relevance or inspiration, the consultants will develop and propose concepts, beginning with additional media.

Opportunities include but are not limited to:

- Contests to provide public awareness and incentive
- Public Service Announcements / donated airtime or space
- Sponsorships
- On-site Events
- Cross-promotions with other media clients and with the stations/publications
- Web links, etc.

The consultants will also explore new methods and channels of distribution for campaign messages, as well as activities or opportunities to encourage desired outcome from the audience, and reinforce the positive impact of that action.

Events offering relevant opportunities may be:

- Earth Day events throughout the region
- Home & Garden Shows
- Garden Tours
- Santa Clara County Parks & Recreation's "Go Outside and Play Day"
- Beach/Creek Clean-up days
- Outdoor activities that take place in a watershed recreation area (e.g. Palo Alto's

Moonlight Run).

The consultants will develop a partnership kit, which presents partnership benefits and opportunities. This is simply packaging the partnership program to a cohesive marketing kit that can be utilized as an organized communication tool, and to distribute materials/tools for partners to maximize the effectiveness of our partnership. It might include a brief Program summary page, a list of jurisdictions and partners, a disc with logos and other key marketing materials. Ultimately, it will present a proposal of the activities or added value the Program desires and/or offers.

Many of these materials may serve dual purpose as a public relations package or media kit.

Other resources may be developed as new methods or logistics for distributing the Program messages.

Task 4 DELIVERABLES:

- Partnership kit
- Value added as negotiated with media and partners
- Monthly written report of results or activities
- Annual report of value-added/leveraged dollars for the preceding fiscal year by July 30, 2007

Task 4 BUDGET: \$4,900

Other costs/time associated with Value-added development fall under Tasks 2+3.

Task 5: Website Linkage to Program Website and Maintenance

The consultants will develop a clearer and more defined linkage with the main Program website (www.scvurppp.org) and maintain the existing website on an ongoing basis, encouraging partners to provide news. This plan does not call for any additional creative (creating new pages), but for maintenance of the current site. They will update it regularly with the latest news/ articles, creative, partnership links, and events/announcements.

The consultants will track web activity and comment on any potentially relevant trends they observe. They will also consider website improvements and propose them as part of the FY 07-08 work plan.

Task 5 DELIVERABLES:

- Monthly/ongoing maintenance
- Monthly written report of results or activities

Task 5 BUDGET: \$6,000

Task 6: Outreach Events

The consultants will develop a comprehensive calendar of events including

- Partner events

- Relevant holidays or observances (Earth Day, Arbor Day, etc.)
- Media schedules

They will work with WEO AHTG to create an Event Plan for prioritizing events, determine the goals of the events (general or specific to the event), and determine who will represent the Program at key events. Event selection will be based on the pollutant/activity that the Campaign is focusing on. For example, if the focus of Campaign outreach is Integrated Pest Management, outreach will be conducted at gardening related events. The available resources will be reviewed to determine the need for any outreach materials, exhibits or activities. An evaluation mechanism will be developed to evaluate the events and determine the value of Program participation in the selected events. Based on the evaluation results and staff experiences, the consultants will examine and recommend any changes or improvements to the event plan for FY 07-08 Work Plan.

Task 6 DELIVERABLES:

- Event Plan development and maintenance
- Event evaluation development and execution
- Written report of results or activities
- Participation / representation at events (4 full days)

Task 6 BUDGET: \$6,850

Task 7: Media and Public Relations

Public and Press Relations can potentially increase audience awareness and understanding of current events and activities that affect the watersheds. Public/press relations can be proactive or reactive. Opportunities sometimes present themselves by the actions of nature, politicians or local citizens. The consultants will communicate to the media, items of interest or potential relevance to the goals/messages of the Program, in case a timely reaction could be relevant news.

Other times, they will craft a relevant news story based on general conditions, planned or anticipated events, or current trends. Public/press relations can also be an important option to creating awareness of something specific that is not covered in the media plan / paid messages, or in support of the Program’s participation in a partner event.

Examples are:

- “Preserving Property Value” as a spin on creek clean up days or pollution prevention
- Promoting an event at the Don Edwards SF Bay Refuge Education Center in Alviso

Materials will also be emailed to partners and co-permittees for their use and distribution, or loaded to the website for download.

The consultants will seek participation from community calendars in print, TV and radio for no-cost announcements of events, programs and activities. The consultants will also coordinate with the Regional Media Relations (RMR) committee on regional press releases and breaking news generated media coverage.

Task 7 DELIVERABLES:

- Public/press relations plan development and execution (3 news stories or equivalent)
- Ongoing maintenance of press contact data

Task 7 BUDGET: \$4,750

Task 8: FY 06-07 Annual Report Submission and FY 07-08 Work Plan Development

The consultants will submit an Annual Report summarizing FY 06-07 activities and develop the FY 07-08 Work Plan.

Task 8 DELIVERABLES:

- FY 06-07 Annual Report
- FY 07-08 Work Plan

Task 8 BUDGET: \$3,000

BUDGET SUMMARY:

TASK 1 Creative Development	\$18,600
TASK 2 Media Advertising	\$ 43,650*
TASK 3 Partner Development	\$ 6,500
TASK 4 Value Added Development	\$ 4,900
TASK 5 Web Linkage to Program Website and Maintenance	\$ 6,000
TASK 6 Event Coordination	\$ 6,850
TASK 7 Media / Public Relations	\$ 4,750
FY 07-08 Work Plan Development	\$ 3,000
TOTAL CONSULTANT BUDGET	\$94,250
EOA Mark Up (10%)	\$9,425
TOTAL CAMPAIGN BUDGET	\$103,675

*Media Buys will be supplemented with approximately \$30,000 available under Pesticide User Outreach and Mercury Pollution Prevention Outreach.