Five-Year Strategic Advertising Plan
"Our Water, Our World" Pesticides Program

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To BASMAA Committee & City Folks,

BASMAA has a long history of successfully administering the Our Water, Our World program. The campaign is primarily focused on building relationships with home improvement stores and garden centers in order to arm consumers with information about how to choose less toxic pest alternatives.

This strategic plan is therefore intended to supplement much of the on-the-ground outreach that is already taking place with the Our Water, Our World program and introduce a strategy that covers both a sustained way of engaging and tracking the target audience as well as a proposed approach for implementing an advertising & online outreach campaign.

Because of the somewhat complex nature of Integrated Pest Management (IPM), change is not going to happen overnight. A person is likely not going to go from buying a can of Raid to embracing the four-step IPM continuum in a snap. Because of this, SGA recommends taking the foot-in-the-door approach. Study after study has proven that people are more likely to embrace a desired behavior if you ask them to do a little at a time (“Foot in the Door Technique”, Wikipedia: http://en.wikipedia.org/wiki/Foot-in-the-door_technique). Susie Gardener may start with buying a less toxic product and then she might learn how to identify harmful and beneficial pests and then maybe start integrating plants that attract more beneficial bugs, etc, etc. Each person’s journey may look different, but the end goal is the same – get people on the road to IPM by starting with small requests and slowly making them bigger.

**Meeting, Knowing and Listening to the Audience**

In order to get people on the road to IPM, BASMAA needs to start tracking the program audience. This would allow BASMAA to do some gentle prodding by encouraging people down the road, but it would also provide the program with the invaluable opportunity to collect stories. The stories of the audience themselves should be the face of the campaign in anything from advertisements, to media pitches, to program handouts. The art of storytelling adds credibility to any message and allows the audience to hear tips from people they identify with - their peers and neighbors.

**A Tale of Two Audiences**

The Our Water, Our World program has traditionally focused on do-it-yourselfers (DIYers) who are dealing with pesticide issues on their own. The strategic plan includes the DIYer audience, but it also suggests that BASMAA consider the domestic outsourcers (DO) group.

Domestic outsources are the folks who have a pest issue but would rather just pay someone else to take care of it by either asking their landscaper to do it or by hiring a pest control company. SGA recommends that BASMAA target this audience by providing more visibility, to them as the consumer, about landscapers and pest control operators that have received eco certifications (e.g. Bay Friendly...
Landscaping and Eco Wise Certified). There are a number of organizations in the Bay Area that provide certification to both landscapers and pest controllers in less toxic pest management strategies and BASMAA would nicely be able to supplement these efforts with some positive exposure for the certified businesses.

**Getting the Audience to Take an Action**

All facets of the Our Water, Our World program should be working in tandem to get the audience on the road towards IPM. Less toxic products and very specific pest control solutions (e.g. baits for ants) are easiest and should therefore be considered the low hanging fruit. These are the types of foot-in-the-door allures that BASMAA would use with the audience to initially get them involved in the program.

Because the purpose should be to get people involved in the program, in a long lasting way, the advertising campaign should be no exception. The ads should be driven by real stories and they should pointedly ask the audience to take some type of action (e.g. try our coupon, enter our contest, sign up for our newsletter, etc). In all cases, the strategic plan recommends placing ads in locations and outlets that are specifically targeted to the audience so that dollars are not wasted reaching audiences who are not affected by the message.

While the ads may help get the program exposure, it is the online media that will really keep the fire going. Online media helps to keep the audience involved, invested and doing something. The online space also allows for peer-to-peer sharing, message distribution and a geographic reach wide enough to cover all of the counties involved in BASMAA simultaneously.

In short, the following strategic plan embraces some key principles. Engagement and commitment are the keys to changing behavior. Stories are the program’s most powerful tool. Integrated Pest Management is a journey – start simply and build to there.

Thanks for the opportunity to work on this. Happy reading!

Sincerely,

[Signature]
Table of Contents

I. Literature Review .............................................................................................................................................. 2

1. Introduction ........................................................................................................................................................................ 2

2. Barriers & Motivators Associated with Pesticide Use ................................................................................................. 2

   2.1 Stick to Clear & Simple Messaging ................................................................................................................................. 3

   2.2 Demonstrate Convenience & Direct Benefits .................................................................................................................... 4

   2.3 Combine Motivating Messages with Visual Images ........................................................................................................ 4

   2.4 Keep It Personal: Tailoring Materials to Your Target Audience ..................................................................................... 5

   2.5 Utilize Prompts ..................................................................................................................................................................... 5

   2.6 Utilize Person-to-Person Contact to Distribute Materials ............................................................................................... 5

   2.7 Involve Employees & Forge Commitment ....................................................................................................................... 6

3. Barriers & Motivators: Review .......................................................................................................................................... 6

4. Literature Review References ............................................................................................................................................. 7

II. Pesticides: Anatomy of a Message ................................................................................................................................. 9

III. Five-Year Pesticides Marketing Strategy ..................................................................................................................... 11

1. The Big Picture: Communications Strategy Goals & Objectives .................................................................................... 11

2. Nice to Meet You: Identifying & Tracking Your Audience ............................................................................................. 11

3. In a Nutshell: Key Campaign Messages .......................................................................................................................... 13

   3.1 Overall Messaging Strategy ................................................................................................................................................. 13

   3.2 Specific Messaging Strategy for the Do-It-Yourself (DIY) Population ............................................................................. 13

   3.3 Specific Messaging Strategy for Domestic Outsourcers (DO) Population .................................................................... 17

4. Getting the Word Out: Distribution Mechanisms ........................................................................................................... 19

   4.1 Paid Advertising .................................................................................................................................................................. 19

      4.1.1 Paid Advertising Approach for Both Target Audiences ......................................................................................... 19

      4.1.2 DIY Population-Specific Paid Advertising Approach .......................................................................................... 19
4.1.3 DO Population-Specific Paid Advertising Approach ......................................................... 20
4.2 Earned Media Approach for Both Target Audiences .......................................................... 21
4.3 Building Engagement Through Electronic Media ............................................................... 22
  4.2.3 DO Population-Specific Earned Media Approach .......................................................... 25
4.3 Strategic Partnerships ......................................................................................................... 25
5. Making the Grade: Evaluation Approaches ............................................................................. 27
1. Introduction

This literature review is meant to inform the development of BASMAA’s five-year strategic marketing campaign, key messages and distribution channels. This study aims to reveal the motivators and barriers related to homeowner and renter pesticide use and misuse throughout BASMAA’s eight counties including: Alameda, Contra Costa, Fairfield-Suisun, Marin, San Mateo, Santa Clara, Sonoma & Vallejo. Additionally, the review examines communication tactics focused primarily on traditional advertising approaches used to target adult homeowners about their pesticide use. By uncovering the barriers and motivators associated with the proper application of pesticides, BASMAA’s current pesticide program — “Our Water, Our World” — can be better refined and expanded by developing outreach tactics that speak to these specific barriers and motivators. The program will also gain valuable insight about preferred methods of communication when disseminating pest control and integrated pest management messages.

The importance of identifying an audience’s barriers and motivators in encouraging certain types of behaviors is a central tenet of Community-Based Social Marketing (CBSM). This approach focuses on analyzing the perceived barriers and benefits associated with the target behavior that the assessor aims to promote. By developing a complete understanding of what would limit the target population in engaging in the desired behavior, the assessor can create mechanisms in the intervention that overcome or remove these perceived barriers (Alcalay and Bell 2001; Neiger, Thackery, Merril, Miner, Larsen and Chalkey 2001; Walsh, Rudd, Moeykens and Moloney 1993).

The following literature review will discuss an array of barriers and motivators that have been identified in previous studies. All of the studies cited in this review analyzed public participation practices and tools with respect to surveys of residential pesticide use behaviors in Northern California as well as California Integrated Pest Management (IMP) and awareness programs. The results of these similar programs will provide an actionable context in developing a strategic advertising campaign to complement the current “Our Water, Our World” campaign.

2. Barriers & Motivators Associated with Pesticide Use

In developing this literature review, several barriers were identified with regard to adult homeowner pesticide use in Northern California. One of the most prominent barriers to the proper application or reduction of pesticide use was an overall lack of knowledge regarding (1) responsible pesticide usage, (2) non-toxic alternatives, and (3) the detrimental effects that these chemicals have on environmental and human health (Flint 2003; Matheny 2009; Brosseau 1999). For example, a 2005 awareness and effectiveness study of the “Our Water, Our World” campaign indicated that 45% of the people were unaware that there were less-toxic, safer pest control products available in the marketplace. Additionally, in a 2003 evaluation of the “Watershed Watch” campaign, a series of focus groups revealed that most participants were not aware that pesticide
use, especially within the home, adversely affects water quality (Evans/McDonough Company, Inc. 2003).

However, lack of knowledge is only one of the many barriers that may deter homeowners from engaging in a sustainable behavior. While attitudes and knowledge have been demonstrated to relate to behavior, frequently this relationship is extremely weak compared to the plethora of social, economic and cultural factors that are at play when individuals make environmental decisions (McKenzie-Mohr 1999). This correlation between knowledge and behavior change has been demonstrated across several studies, including an evaluation of the San Francisco Public Utilities Commission’s “Grow It! And Control It!” program (Godbe Research Gain Insight 2005). The evaluation showed that even when homeowners had recently been exposed to information about the relationship between pesticides and water quality, approximately 75% of those same homeowners did not adopt more responsible pesticide use behaviors (Flint 2003).

This pattern of behavior reveals that while lack of knowledge is a barrier to thoughtful pesticide use, knowledge alone does not necessarily predicate the desired actions. To raise awareness in such a way that the individual’s increased knowledge base translates into behavior change; more focus should be made on the specific actions that can be taken to achieve the desired results (Flint 2003).

2.1 Stick to Clear & Simple Messaging
A fundamental step in crossing the divide between awareness and behavior change is utilizing targeted and effective messaging. The markers of effective communication are numerous; however, two of the most important characteristics are clarity and simplicity. To achieve behavior change, the desired actions associated with the plan must be effectively and explicitly communicated to the target audience. This necessity for clear, simple and actionable message points regarding the proper use of pesticides is evident in a 2003 survey of over 3,200 Northern California residents. One of the questions in the survey asked “Do you follow (pesticide) label directions?” — To which 33% responded “No” (Flint 2003). This result was echoed in a related study examining the differences between residential and commercial pesticide use. Survey findings highlighted that households are generally less likely than farmers to use pesticides, read labels and take precautions (Templeton 1998).

Programs across the country have also identified this challenge and have developed several recommendations in crafting clear and simple message points to encourage responsible pesticide use. For example, a study evaluating the Watershed Watch Campaign prepared for the Santa Clara Valley Urban Runoff Pollution Prevention Program revealed that gardeners were receptive to reducing pesticide use under the condition that specific and actionable recommendations are provided (Evans/McDonough Company, Inc. 2003).

This finding demonstrates that messages should clearly answer the basic question: What is the desired action? Additional academic research supports this claim, finding that messages that are clearly articulated are more likely to be comprehended and abided by than those that are more complex (Brunetti Tomasik and Taraba 2000; Regger, Wootan, Booth-Butterfield and Smith 1998). Incorporating these recommendations in the current work, the campaign may consider determining and prioritizing the top three pesticide
best practices that would have the largest pollution prevention impact and focus advertising messaging and outreach exclusively on those key steps.

2.2 Demonstrate Convenience & Direct Benefits
People are most willing to undertake relatively “cheap” activities, in the sense that they require few major behavioral changes or relatively small investments of time or money. As a result, the advertising campaign should demonstrate to consumers that proper pesticide or integrated pest management (IPM) use is not only “quick and easy,” but directly benefits them in some way. For example, a Santa Clara Valley Urban Runoff Pollution Prevention Program affirmed that communications promoting a specific behavior change should emphasize minimal effort required and personal benefits accruing from the action (Fairbank, Maslin, Maulin & Associates, 1999). Similarly, a study evaluating home gardener preferences and behaviors associated with pest management strategies found that homeowners and gardeners indicated a strong desire to use a pest control method that was easy to use, but when factors such as harm to humans or the environment were incorporated into the scenario, the broad majority also desired to use the method that would impose the least amount of harm (Matheny 2009).

Oftentimes, convenience is simply a matter of perception, as opposed to a reflection of reality. As a result, the convenience barrier can be successfully overcome through targeted messages. For instance, homeowners considering a transition from the use of conventional pest control products to integrated pest management methods (IPM) have anecdotally suggested that they will often choose to utilize a “simple” pesticide solution rather than IPM approaches. This demonstrates a preconceived notion that IPM strategies may appear inconvenient, costly and difficult to adopt (Matheny 2009). Similarly, McKenzie-Mohr points out those external barriers such as the “inconvenience” of adopting IPM strategies “are to some extent a matter of perception” because “after people have experience with an activity, they often come to see that activity as being more convenient than when they first began.”

2.3 Combine Motivating Messages with Visual Images
Communications campaigns have demonstrated that utilizing tangible visual images can be extremely influential in not only creating awareness, but changing behavior (Horn 1999; Roam 2008). The text-heavy nature of many public engagement and/or environmental campaigns often results in a “shut-down effect,” where community members are simply overwhelmed by the number of messages to which they are exposed (American Dietetic Association 1995). To this effect, a picture is really worth a thousand words, particularly in the information age, where individuals are constantly bombarded with complex information. Utilizing effective visual images can therefore be very successful in communicating program messages.

Through examining the “Our Water, Our World Promotional Awareness and Effectiveness Study” conducted for BASMAA in 2005, the top motivators to buy a less-toxic product for people who were planning to do so on the day they were interviewed were: “Health and Human Safety” (51%), “Environmental Concern” (46%) and “Pet Safety” (44%). Of the participants who were not planning on buying a less-toxic product, “safer product method” was still the top motivating factor (45%). The program’s key messages would benefit from emphasizing these behavioral drivers: human, pet, and environmental health and safety, preferably through visual, non-text-heavy formats. The Watershed
Watch Campaign survey prepared for Santa Clara Valley noted that focus group participants did not respond well to stormwater materials that were too text-heavy and did not clearly state the issue (Evans/McDonough Company 2003). Thus, program messages and advertisements should focus on the aforementioned behavioral motivators through a visual format.

2.4 Keep It Personal: Tailoring Materials to Your Target Audience

After developing a strong understanding of the target audience, advertising messages and materials should speak to the specific attitudes and beliefs of the target population to increase participation. Adding a “personal touch” to the outreach materials by tailoring them to the target audience — in this case, homeowners and gardeners — and relating the information to what the audience already knows could encourage participation by increasing the impact of the message (Schultz and Tabanico 2008).

2.5 Utilize Prompts

Prompts, or images or phrases that serve as an aid to remind people to perform an activity, can be powerful behavior-change tools. A trait almost every person possesses is forgetfulness, which is why prompts are so useful. People oftentimes overlook sustainable behaviors, not for lack of motivation, but simply for forgetting. With the help of prompts people are more likely to engage in a particular behavior, as they are provided with a reminder to do so. For a prompt to reach its pinnacle of effectiveness, it should be delivered as close in space and time as possible to the target behavior. Prompts are also typically most effective when they are used to reinforce overall campaign efforts and messages, as opposed to acting as a stand-alone piece.

2.6 Utilize Person-to-Person Contact to Distribute Materials

Numerous studies have demonstrated that personal contact is the most powerful outreach mechanism in influencing individual attitudes and behaviors (McKenzie-Mohr and Smith 1999; Neiger et al. 2001; Schultz 2002; Schultz and Tabanico 2008). The absence of meaningful person-to-person education can act as a substantial barrier to behavior change. In motivating employees to adopt sustainable waste reduction practices, the Waste Board (2004) suggests utilizing personal channels to change behavior through the use of such resources as employees or trained volunteers. For the current program, garden supply and home improvement store employees could be utilized as message conduits as they are regularly on the communication front lines by engaging with homeowners on a daily basis. As such, it is imperative to educate employees on the proper use of pesticides and non-chemical alternatives as they relate to stormwater pollution prevention (Flint 2003).

A 2003 survey on residential pesticide use in Northern California showed that retail staff is a vital information source, and that better education initiatives among this group could greatly extend program messages (Flint 2003). A number of Southern California stormwater programs with a focus on smart pesticide use integrate one-on-one trainings with garden supply and home improvement store employees. Staying true to these values of person-to-person outreach, BASMAA’s current “Our Water, Our World” campaign’s direct outreach efforts fulfill the need of this critical behavior-change tactic.

2.7 Involve Employees & Forge Commitment
When building buy-in, it is important to forge collaboration and consensus. This principle applies to nearly any public participation program, as noted by the University of British Columbia’s (UBC) research on developing sustainability strategies within organizations (2006). Forging ownership and commitment is one basic criterion in encouraging participation. However, one’s level of commitment to the program is of course secondary to the elemental prerequisite to “getting people ‘on board’ with change” (McKenzie-Mohr 1999). To this effect, studies have shown that the simple act of asking for someone’s commitment actually encourages that person to participate in the voluntary program or behavior. For example, “individuals who were asked to wear a pin publicizing the Canadian Cancer Society were nearly twice as likely to subsequently donate than were those who were not asked to wear the pin” (UBC 2006).

There is a multitude of ways to ask for this commitment: through verbal or written pledges, or by requesting public commitments by publishing the participant’s name in a newsletter or annual report (McKenzie-Mohr 1999; UBC 2006). With this in mind, it would be valuable for “Our Water, Our World” to consider the use of public pledges to encourage responsible pesticide use.

3. Barriers & Motivators: Review

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<tr>
<th>Identifying &amp; Overcoming Barriers</th>
<th>How to Overcome</th>
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<tbody>
<tr>
<td><strong>Lack of knowledge</strong> regarding: (1) responsible pesticide usage, (2) non-toxic alternatives, (3) the detrimental effects that these chemicals have on environmental and human health</td>
<td><strong>Increase knowledge</strong> of pesticide usage best practices, non-toxic alternatives, and negative effects of pesticides to environmental and human health</td>
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<tr>
<td>Pesticide use/application messages/directions are complex and confusing (i.e. spray-can labels)</td>
<td>Keep messages clear and simple. Messages should be direct and focused on answering the following questions: What is the desired action, and why is it important? Use visual images to convey messages, as opposed to complicated text-heavy formats that may otherwise result in a “shut-down effect”</td>
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<tr>
<td>Proper pesticide use/IPM is difficult to implement, time-consuming and inconvenient</td>
<td>Demonstrate to consumers that proper pesticide use is not only quick and easy, but directly benefits them in some way (through financial savings, etc.)</td>
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<th>Identifying &amp; Utilizing Motivators</th>
<th>How to Utilize</th>
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<tr>
<td><strong>Ownership</strong> of a cause and commitment to furthering the goals of a cause (in this case, responsible pesticide use)</td>
<td>Ask store employees to sign commitment letters to remind customers of responsible pesticide use Integrate a pledge or honor badge into the promotional effort to showcase a consumer’s thoughtful dedication to gardening smart</td>
</tr>
<tr>
<td>Concern for human health and safety</td>
<td>Demonstrate through messaging that proper pesticide use protects human health, pet safety and environmental integrity</td>
</tr>
<tr>
<td>Concern for pet health and safety</td>
<td></td>
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<tr>
<td>Concern for the environment</td>
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How to Get Messages Across

- Tailor materials to target audience: *Add a personal touch*
- Utilize *prompts* to remind people to practice responsible pesticide use
- *Television* advertisements are an effective means to reach the target Northern California pesticide-using population
- Train garden supply and home improvement *store employees* to deliver program messages

4. Literature Review References


MATHENY, A. L. 2009. *Home gardener preferences, perceptions, knowledge and...*
behaviors associated with pest management strategies and information acquisition.


II. Pesticides: Anatomy of a Message

1. THE SOURCE---WHO IS THE MESSAGE FROM?

The “Our Water, Our World” brand.

2. THE ISSUE---WHAT IS THE ISSUE WE ARE PROMOTING?

From the eyes of the program, the issue that we are promoting is the need to reduce or eliminate the use of toxic pesticides in or around the home — but to the consumer, the issue is the need to protect human and pet health against toxic pesticide use.

3. THE ACTION---WHAT IS IT WE ARE ASKING THEM TO DO?

Since there are two audiences in this campaign, it would follow that there would be two specified actions. The two audience groups are: (1) Do-It-Yourselfers (DIYers) who control pests in and around their homes themselves; and (2) domestic outsourcers who hire sustainable landscaping companies or pest control operators to accomplish this task for them. For the DIY group, the desired action is to encourage their purchase and use of less-toxic alternatives to regular pesticides. For the domestic outsourcing group, the desired action is to hire sustainable agricultural pest controllers or sustainable landscapers, hereafter referred to as “contractors,” and/or ask their current contractors for sustainable services (i.e. the use of IPM and/or less-toxic pesticide alternatives).

For both groups, the focus during the initial phase of the program would be first on the action of purchasing/using less-toxic products and/or services. After obtaining this initial commitment, the second phase would be to focus on introducing the adoption of Integrated Pest Management (IPM) strategies including non-toxic pest control options. This second phase, and all consequent ones, could be accomplished by delivering targeted messages to consumers who already purchased less-toxic products or interacted with the “Our Water, Our World” program. These consumers could be tracked, for example, via a coupon redemption program for less-toxic products where the consumer is required to include an email or mailing address. These consumers could then be reached for phase two either electronically or through direct mail.

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1 Certain key terms should be field testing during the message development phase of the campaign. For example, the terms “less-toxic pesticide alternatives” and “sustainable landscaping services” should be tested to ascertain the audience's understanding of these phrases, in addition to identifying the most easily and commonly comprehensible terminology to express these ideas.
A quick note about the action: Research has shown that asking people to first take a simple action and then incrementally building commitment is the most effective way of achieving behavior change. This approach especially rings true of practices such as IPM, which can be somewhat abstract and more complicated than just spraying a can of bug killer. IPM should be seen as the end of a journey vs. the “hook” that will get the majority of the audience interested in the campaign.

4. The Brand---What is the Overall, Overarching Identity of the Campaign?

The identity of the campaign, like the source, will be the Our Water, Our World brand.

As a brand, “Our Water, Our World” will identify the campaign via name, logo, design and aesthetic, and will create a link between the campaign’s identity and how it relates to the target audience. The brand is what creates the campaign’s image, or the symbolic construct created within the minds of the target audience, consisting of the sum total of information and expectations associated with the campaign.

5. The Face---Who/What Will Be the “Face” or the Ambassador of the Campaign?

The outward face of the campaign, or the message ambassador, is the target audience themselves: everyday homeowners, trusted neighbors and fellow household gardeners. When it comes to household products and domestic fixes, people trust referrals from people like themselves.

The “face” is distinguished from the “brand” such that the face comprises only one facet of the larger campaign identity.

6. The Angle---How Will the Campaign Be Presented?

The angle, or how the campaign is presented to the target audience, will focus on two themes: health and a singular action. The primary angle will be slanted towards the protection of human and pet health. Based on the literature review, concern for one’s family’s health and one’s pet’s health were the primary motivators for reducing the use of toxic pesticides. As a result, the overarching angle will be slanted toward this emotional appeal.

The secondary angle will focus on promoting a singular action: using less-toxic pesticide alternatives and hiring sustainable contractors. The campaign may also want to consider the use of a “gateway pest,” something that is common such as ants, in order to get people initially interested and involved in the program. In the initial stages, especially for the advertisements themselves, simple is always better! As the campaign progresses and evolves, additional singular actions will be promoted through direct marketing (e.g. email, story bank, etc.) to guide the audience along the path of a more holistic IPM strategy.

7. Keeping it Relevant---How Will the Campaign Maintain a Connection with the Target Audience?

To maintain a connection with the target audience, the campaign will partner with Home Owners Associations (HOAs), garden supply stores, home improvement stores and the like to both inform the development of the campaign and deliver its messages. The campaign’s story bank (see Page 15) will also provide an opportunity to stay connected with the actual target audience, both the good and the bad.

### III. Five-Year Pesticides Marketing Strategy

1. **The Big Picture: Communications Strategy Goals & Objectives**

The overarching goal of the following advertising campaign strategy is to encourage the target population to use less-toxic pesticide alternatives in and around their homes, complementing the current “Our Water, Our World” (OWOW) campaign. These less-toxic alternatives include the use of less-toxic products, the practice of Integrated Pest Management (IPM) as well as the utilization of sustainable agricultural pest controllers, hereafter referred to as sustainable contractors. By promoting specific action-oriented messages, the campaign will be better equipped to successfully mold the behaviors of the target population, as opposed to simply raising awareness about the use of less-toxic pesticide alternatives.

2. **Nice to Meet You: Identifying & Tracking Your Audience**

Targeting messages to specific audience groups helps conserve finite program resources by focusing efforts on those groups who engage in the target behavior most frequently (i.e. using toxic pesticides). By refining marketing efforts and messages to a well-defined subset of the larger population, the program will be able to target resources more efficiently while also strengthening the impact of the message through this tailored approach.

The target audience for this campaign is composed of adult homeowners residing in the eight Bay Area counties participating in BASMAA. This general audience has been further refined into two subgroups: (1) Do-It-Yourselfers (DIYers), who control pests in and around their homes themselves; and (2) Domestic Outsourcers (DO), who hire pest controllers or landscaping companies to accomplish this task for them (hereafter referred to as “contractors”). In marketing to these two subgroups, the program will roll out two interconnected yet distinct outreach campaigns to increase the impact of the message.

As the plan below will describe, the campaign will allow for a significant degree of interaction between the program and the populace. Offering this opportunity for engagement provides a simple and cost-effective means for increased participation on
the part of the audience member in addition to an increased opportunity for directly tracking campaign progress on the part of the program.

To track this participation and maintain engagement, the program is advised to build out a database for each target subgroup. The database should include the participant’s name, mailing address, email address and the way the participant first came into contact with the program (e.g. an outreach event, coupon redemption program, etc.). In addition to general contact information, the database should also describe to what extent each participant has been involved in the project (e.g. participated in the coupon redemption program, provided a testimonial, etc.). The database should then record a follow-up action that should be taken for each participant (e.g. send email solicitation for testimonial, send coupon via mail, etc.) to automate and streamline interactions. Therefore, the purposes of this database are to:

1. **Target the Audience:** The database will allow BASMAA to reach the audience in the most targeted way possible by providing them with incentives and information that is specific to them. The more targeted we can make the correspondence (e.g. “Hey, Jill! We know that you’ve already tried a less-toxic pesticide product and we wanted to see if you had considered telling one of your fellow gardeners about our program.”), the more effective the program is going to be (e.g. Jill passes on the message to her friend). Obama’s online campaign did a great job of using this targeted marketing (see this article for more info: salon.com/news/feature/2008/07/16/obama_data).

2. **Build on Commitments:** By tracking participants’ involvement in the program, BASMAA can continue to engage the participant by gradually asking for increasingly more complex commitments. If you introduce one commitment at a time, the request is seen as less onerous than if all of the changes were requested at once. Additionally, people typically change their perception of what a small commitment is compared to a large one depending on their point of reference. For example, if BASMAA were to ask participants to utilize an IPM strategy at the immediate onset of the program, participants might see it as too large of a commitment relative to their past efforts (presumably, nothing). However, if first asked to purchase less-toxic products, and then asked to engage in IPM, the latter commitment is viewed as less intensive given that we’ve changed the participants’ point of reference by asking for a smaller commitment first.

3. **Allow for Strategic Outreach:** The database also provides the opportunity to easily grow and expand outreach efforts to include more personal, one-on-one interactions. For example, if the program wanted to grow the campaign to include “less-toxic pesticide parties” (like Tupperware parties, but for recommended products and IPM strategies) at residents’ homes, BASMAA could easily organize this by utilizing the database to identify likely participants and hosts (e.g. by using the filter functions to search by zip code, engagement level, etc.).

4. **Track Engagement & Behavior Change:** By keeping track of the audience in a systematic way, BASMAA would have a way to truly track changes in behavior over a sustained period of time. Surveys and other evaluations would also be more cost-effective with a list of already established program participants.
3. In a Nutshell: Key Campaign Messages

3.1 Overall Messaging Strategy
As described above, specific messages and distribution modes will be differentiated across the two target populations; however, each strategy will share the same fundamental approach. This approach is characterized by Community-Based Social Marketing’s (CBSM) stepwise process for behavior change as described in the literature review:

Phase 1. Raising Awareness: The campaign will begin with raising awareness regarding the adverse health effects for family members and pets associated with exposure to toxic pesticides through targeted advertisements and outreach.

Phase 2. Changing Behaviors: In addition to raising awareness about the issue, the program will also deliver a series of targeted, action-oriented messages to drive the adoption of desired behaviors.

Phase 3. Produce Engagement: To produce and continually engage both audience groups, the campaign will develop a feedback mechanism facilitated by electronic platforms such as email marketing and social networking sites.

Phase 4. Maintain Engagement: The aforementioned feedback mechanism will then be utilized to produce a “story bank” of testimonials, where real people share their experiences in their adoption of the desired behavior. Positive testimonials will then feed back into the messaging campaign to encourage others to engage in the promoted behavior change (i.e. using less-toxic alternatives or hiring sustainable landscaping companies).

3.2 Specific Messaging Strategy for the Do-It-Yourself (DIY) Population
For both audiences, campaign strategy will follow the same basic stepwise approach as described above. However, each campaign will contain its own unique elements to ensure a tailored and impactful message. For the DIY population, the communications strategy will follow the process described below:

Phase 1. A Call to Action Is Issued: The advertisement’s overarching message would encourage the purchase and use of less-toxic pesticide alternatives to protect the health of the audience member’s family and pets; however, the call to action would include the promotion of a specific behavior that allows BASMAA to collect the participant’s contact...
Leveraging Existing Resources

Stories can also be used as an anecdotal evaluation tool. The program has the opportunity to take “negative” stories and see how they can be used as a learning experience to improve the program.

information. For example, the program could partner with a company like TerraCycle to provide a rebate or a coupon for a less-toxic pesticide within the ad.

Phase 2. Recipients Respond to the Call: Viewers of the coupon or promotion would then respond to the call to action by sending in their contact information (e.g. email address) to maintain and track their engagement in the program. For example, the participant would redeem their TerraCycle coupon by contacting the program, at which point they would provide their contact information to receive the discounted product. This incentive piece thereby serves the dual purpose of encouraging the adoption of the desired behavior (purchasing less-toxic products) while also providing a way for the program to collect contact information.

Phase 3. Feedback Is Provided: After redeeming the coupon, BASMAA would follow up with the recipient to reinforce their positive behavior and to ask about their experience using the eco-friendly alternative. For example, BASMAA could send an email recognizing the participant for their positive behavior (e.g. “Good job for buying green!”) and request that they share their story.

Phase 4. Sharing Is Encouraged: Recipients would be provided with the opportunity to share their story so that BASMAA can use the testimonials in future iterations of the campaign (e.g. in advertisements, on the website or as a quote for a media relations pitch). For example, the program could add a tab on the existing OWOW website to allow people to submit their stories and experiences in using less-toxic products. The tab could be entitled “Share Your Story,” for example, and comments and stories would be sent directly to the story bank. The story bank would then be privately managed by the program. Testimonials would be filtered and only those suitable for media pitching or future advertisements would remain in the bank.

Phase 5. Recipients Are Asked To Do More: Finally, BASMAA could gradually expand the participant’s level of commitment by continually requesting that they take on increasingly more involved water-friendly pest management strategies. For example, after a participant shares their experience with the program, BASMAA could again provide positive reinforcement while making an additional request, such as introducing the adoption of Integrated Pest Management (IPM) strategies.

Simply providing the opportunity for engagement is the highlight of the program, distinguishing BASMAA’s advertising campaign from more traditional approaches.
Allowing for engagement will come at a minimal marginal cost for the program as a large portion of the interaction workload can be automated thanks to a number of online networking and email marketing sites. The benefits of providing this opportunity for engagement greatly outweigh the nominal administration costs given that it produces a continuous outreach flow. Perhaps most importantly, the engagement process also allows the program to track outreach achievements such as the number of individuals reached and the rates of behavior change.
We add John’s testimonial to our story bank to feed the ad campaign and other marketing efforts. At this stage, we could also ask for increased commitments (e.g. asking John to try IPM).

John sees our ad

PESTICIDES: Do It Yourself Ad Campaign

John participates in the ad promotion (e.g. emailing for a coupon for a green product)

John writes a testimonial about his good experience

John purchases the less toxic products with the coupon

The program gets in touch with John to ask him about his experience and provide him with feedback
3.3 Specific Messaging Strategy for Domestic Outsourcers (DO) Population
For the DO population, campaign strategy resembles the DIY approach, with several key differences in terms of both messaging and structure, as noted below:

Phase 1. **Deliver Targeted Messages:** The advertisement’s overarching message would encourage homeowners to hire sustainable agricultural pest controllers or sustainable landscapers, hereafter referred to as “contractors,” and/or ask their current contractors for sustainable services (i.e. the use of IPM and/or less-toxic pesticide alternatives) to protect the health of their family and pets against noxious pesticides.

Phase 2. **Recipients Respond to Program Messages:** Viewers of the advertisement would then contact and hire sustainable contractors.

Phase 3. **Feedback is Provided:** After completion of service, the sustainable contractors would follow up with the recipient to reinforce their positive behavior and to ask about their experience using their less-toxic services. For example, BASMAA could provide a designed email template for participating contractors that would contain recognition of the customer’s positive behavior (e.g. “Thanks for going green!”) and request that they share their story about their experience using the sustainable service.

Phase 4. **Sharing is Encouraged:** Customers would then be provided with the opportunity to share their stories for BASMAA to use as testimonials in future campaign efforts (e.g. in advertisements or as a quote for a media relations pitch). For example, customers could simply submit their stories via email, which would then be forwarded from the sustainable landscaping companies to BASMAA.
PESTICIDES: Domestic Outsourcer Ad Campaign

John sees our ad

The pest controller sends us John’s testimonial & we use it in our Ad campaign

John hires an eco-certified pest controller

The pest controller seeks John’s feedback about his experience

John writes a testimonial about his good experience
4. Getting the Word Out: Distribution Mechanisms

4.1 Paid Advertising

4.1.1 Paid Advertising Approach for Both Target Audiences
Utilizing paid advertising will serve as the primary mechanism for initially raising the awareness of both target audiences about the behaviors being promoted. In addition to acting as the campaign “starting point,” paid advertising efforts will also seek to continually engage both audience groups by offering actual testimonials from program participants as the campaign grows and matures.

4.1.2 DIY Population-Specific Paid Advertising Approach
For the DIY populations, paid advertising should be placed in targeted locations that are near in both location and frame of mind to the desired behavior (purchasing less-toxic products). Paid advertisements should span a variety of mediums, ranging from social networking sites to websites to print advertising. Despite this broad array of outlets, each medium should remain focused on issues relevant to purchasing less-toxic products, particularly DIY and sustainable gardening. For example, the program could place inserts and advertisements in gardening magazines, Home & Garden sections of newspapers, DIY and gardener blogs and websites, Facebook ads and niche “eco” media like Greenopia.

When reaching out to this population, it will also be important to further refine advertising approaches to the primary subgroups within the larger DIY subset. These primary subgroups include non-gardeners, or residents using pesticides to eliminate outdoor pest problems affecting their health and/or lifestyle; and gardeners, or residents using pesticides to address pest problems affecting their flower and/or produce gardens. In reaching these two groups, potential distribution mechanisms might include:

**Non-Gardener DIY Population:**
- Home & Garden show booklets/programs (e.g. Alameda County Home & Garden show)
- Home & Garden sections of the newspaper (e.g. Mercury News Home & Garden)
- Home improvement store inserts and leaflets
- General print newspapers

**Gardener DIY Population:**
- Home & Garden show booklets/programs (e.g. Alameda County Home & Garden show)
- Home & Garden sections of the newspaper (e.g. Mercury News Home & Garden)
- Home improvement store inserts and leaflets
- Garden-specific targeted Facebook ads
- Gardening-targeted and keyword-specific online search term ads
- Garden-specific website banner ads

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**Leveraging Existing Resources**

If a program like Alameda County is already attending events such as the Alameda County Home and Garden Show, this would be a great event to distribute key program messages and place ads.
4.1.3 DO Population-Specific Paid Advertising Approach

Similarly, the paid advertising strategy for marketing to the DO population should follow the same comprehensive approach in terms of advertising modes, yet targeted in terms of the niche focus of those vehicles. Like the DIY strategy, the DO advertisements should also be placed in targeted locations that are near both location and frame of mind to the desired behavior (hiring sustainable landscaping companies or finding an exterminator to deal with a pest problem). For example, the program could create online placements that appear during Google searches using specific search terms like “ants” + “Marin County.” It would also be advantageous to post advertisements in established databases and review sites that are commonly referenced to locate landscaping services and pest control companies such as the Yellow Pages, angieslist.com, yelp.com and Pennysaver.

shows a sample of where a keyword specific, geo-targeted ad would appear. For example, if someone only typed in the word “ants,” Google’s geo-targeting can make it so that only people in a certain geographic region would see the ad.
4.2 Earned Media Approach for Both Target Audiences

Earned, unpaid media offers a number of ripe opportunities to supplement the larger campaign and in the case of the electronic media, to drive engagement. For both target populations, earned media, such as user-generated content about the program posted on social networking sites, blogs or reported in news media, should convey the same messages as those communicated in the paid advertising campaign.

Promoting program messages across earned news media sources can be accomplished through BASMAA’s existing media relations push. In driving this effort forward, the program should position “Our Water, Our World” as a go-to expert in local water quality issues so that BASMAA is the primary contact reporters seek when writing pieces related to this issue.

To further bolster BASMAA’s reputation as an expert on water quality issues, the program should systematically seek out opportunities to comment on and contribute to related articles published online. By offering BASMAA’s expertise, the program will be able to publicly build and assert its credibility, while simultaneously building a network of supporters. The program should therefore consistently monitor media to track articles and reporters writing about related subject matter.
4.3 Building Engagement through Electronic Media

For the DIY population in particular, the use of unpaid electronic media will be a central mechanism in the consistent dissemination of program messages. Thanks to free electronic platforms, and user-generated social networking sites, the program will be able to regularly spread program messages on a continuous basis. Frequent message saturation and easy online access to participants will also allow the program to ask for increasingly more involved levels of commitment, culminating in the submittal of testimonials with regard to their adoption of sustainable pest management practices and products. In short, the paid advertising campaign — and any other interaction that the OWOW program has with a resident (e.g. events, trainings, etc.) — is ideally coupled with an opportunity for the recipients, if they are interested, to become further involved with the program online. In developing this e-engagement program, SGA recommends taking the following step-wise approach. The goal of the strategy below is to first build off simple actions to grow into more complex efforts as the online movement gains momentum. BASMAA should also leverage already existing resources by making every point of contact with a resident (e.g. how-to workshop, event, etc.) an opportunity to make them part of the online media program.

Allow People the Opportunity to Stay in Touch with the Program

ONLINE OUTREACH

- Collect stories
- Cost effectively keep in touch with residents
- Obtain commitments
- Create an ongoing dialogue
- Allow for peer-to-peer (i.e. viral) spreading of information

Paid Ads
Media relations
How-to workshop
Event
Step 1  **Reaching Out with e-Newsletters:**
To quickly and efficiently foster audience involvement, BASMAA should develop an e-Newsletter specifically targeting the DIY population to increase their access to program messages. The newsletter could be sent out to individuals who provided their email address at community events or through coupon redemptions from the purchase of less-toxic products, for example. The newsletter should be sent out once a month, featuring short, easy “to do” tips. For example, the newsletter could feature one tip a month about the latest less-toxic products, related product discounts or useful IPM strategies. The newsletter should also promote website perusal by linking articles to an e-Newsletter section of the website where the program could store archived editions.

Step 2  **Navigating the Eco-Blogosphere:**
After developing the program e-Newsletter, BASMAA should start a blog where tips can be coupled with more extensive write-ups. Linking the tips sent out in the e-Newsletter with the blog also allows readers to comment, thereby increasing interactivity and engagement. Blogs also allow for the opportunity to reach out to audience members beyond those currently connected with the program, as their infrastructure includes the built-in capacity to push forward campaign messages through their viral network of readers and content-producers.

Step 3  **Fostering Trust and Buzz Through Social Networking:**
While developing a blog presence, the program should also start a Twitter and/or Facebook page to allow for a more continuous dispersal of program information and increased opportunity for audience engagement. This type of platform also provides endless opportunities for peer-to-peer information sharing. DIYers should be encouraged to share their non-toxic solutions for dealing with pests and their peers would therefore be able to get advice from their online neighbors and, as a result, the messages would carry added credibility.

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**Leveraging Existing Resources**
By linking up with the Facebook pages of Contra Costa Clean Water Program, Sonoma County Water Agency and Santa Clara’s Watershed Watch, the program could instantly leverage over 600 fans!
Step 4 **Creating a Movement with Moving Pictures:** After building out a basic social networking framework, the program should then move to the development of an OWOW YouTube Channel. The YouTube channel will allow the program to quickly and easily post videos captured at outreach events and gardening workshops, or informational videos (e.g. how to spot an aphid).

Step 5 **Growing Relationships to Build Credibility:** In building the program’s credibility among the target DIY audience and growing its e-community to disseminate messages, BASMAA should seek to develop a broad coalition of online support. To accomplish this, BASMAA should identify related blogs, Facebook and Twitter pages, websites and YouTube channels and regularly provide comments, respond to posts, provide expertise, and/or share relevant articles. Collectively, these efforts will feed the larger effort by providing a mechanism for program messages to reach the wider audience and grow credibility through this cost-efficient “word of mouth” capacity.

Step 6 **Evolving from Website to Program Hub:** Ultimately, social networking and blogging efforts will aim to drive users back to the OWOW website, which will unify the numerous electronic outreach activities described above. As the information hub of the program, it’s important to grow and streamline the current website to increase its efficiency and usability. To do this, SGA suggests designing and executing a web optimization strategy based on the follow principles:

1. **Increase Site Usability and Accessibility:** Website navigability is one of the most important features of any effective information hub because if people can’t use the site, they won’t stay. With this in mind, the program should develop a strategy to increase the usability of the site by assessing current website information flow, layout and organization to determine retooling and reformatting needs.

2. **Develop a Robust Search Engine Optimization (SEO) Plan:** Developing an effective SEO strategy is critical, because if people can’t find you, then they won’t be able to use your resources. In developing OWOW’s SEO strategy, the program should examine the following features:
   - **Titles:** Reassess consistency and clarity of each title on every website page to ensure that each title accurately describes the content of the page.
   - **Link around:** Increase the use of internal links within web pages to easily direct external and internal users to information.
   - **Strengthen keywords:** Highlight critical keywords and phrases and add a strong tag around them to increase search results.

3. **Put Your Best Face Forward:** The design and branding of the site acts as the face of the program, and should thereby engage and draw the audience in. In light of the updated Five-Year Strategic Plan, BASMAA should revisit the current website design to fully optimize the use of engaging website images, web layout and design consistency throughout the site.
4. **Clarify, Grow and Tailor Content:** The information that the site is providing is the central reason why the audience is visiting. To keep the target audience coming back for more, it is important that the program develop a plan to consistently and systematically refine and update website content.

4.2.3 **DO Population-Specific Earned Media Approach**
For the DO population, the use of unpaid electronic media should be utilized as a mechanism where individuals could simply and easily submit testimonials describing their positive experiences using a sustainable contractor. Electronic media would also be implemented in conjunction with the sustainable contractors to leverage outside resources.

To easily automate this feedback loop, the program could develop a designed email template requesting testimonials from former sustainable contractor clients. This e-blast template could then be provided to partnering sustainable contractors to send directly to their customers. The e-blast would include several easy ways for customers to submit their testimonials, such as simply replying to the email (which would then be forwarded by the contractors to BASMAA) or by posting their testimonial to OWOW’s future Facebook page.

4.3 **Strategic Partnerships**
For the DO population in particular, developing strong relationships with sustainable landscaping companies will be critical in the successful execution of the campaign. However, the need for fruitful partnerships does not end there. To effectively reach and influence both target audiences, the program should develop, build on and utilize strategic partnerships with a number of relevant groups and existing stakeholders. While building these partnerships, the program should seek stakeholder input and assistance across a number of key objectives, including: (1) refining program messages, (2) identifying message distribution channels and (3) leveraging their own networks to distribute messages.

In seeking out potential partners, the program should reach out to organizations that appeal to the relevant interests of both populations, which include:

- **Environmental Issues:** The program could appeal to the target audience’s desire to be environmentally friendly in using less-toxic pesticides by developing strategic partnerships with relevant environmental organizations (e.g. The Urban Pesticide Pollution Prevention Project, [http://www.up3project.org](http://www.up3project.org)).
• **Health Concerns:** Like their concern for the environment, protecting the health of their families and pets is a major driver for many residents’ use of less-toxic pesticides. Noting this interest, the program should seek out partnerships with related health organizations, particularly those that focus on the family and the home (e.g. Healthy Child, Healthy World, [http://healthychild.org/](http://healthychild.org/)).

• **Green Gardeners:** For the DIY sect, reaching out to sustainable gardening groups would allow the program to pick the low-hanging fruit of individuals who already have a developed interest in the message.

• **Master Gardeners:** The program could also find a broad group of willing participants and effective channels of communication to leverage by partnering with master gardeners.

Leveraging Existing Resources

Santa Clara’s Master Gardeners program is another great opportunity to leverage program resources and current participants ([www.mastergardeners.org/scc.html](http://www.mastergardeners.org/scc.html)). For example, BASMMA could build off the Master Gardeners program’s La Mesa Verde, a newly established community project dedicated to building organic vegetable gardens at the homes of low-income families in Santa Clara County (pictured right).
• **Sustainable Landscaping Companies:** Finally, partnering with sustainable landscaping companies will not only help move the program forward; it will be a necessary action in developing the DO campaign (e.g. The Bay-Friendly Gardening Program, [http://www.stopwaste.org/home/index.asp?page=8](http://www.stopwaste.org/home/index.asp?page=8)).

Leveraging Existing Resources

Alameda County’s Bay-Friendly Gardening program offers landscape professionals a number of tools and resources to help them stay competitive in the marketplace, such as workshops, qualifications, tours and guidelines (pictured right) ([www.stopwaste.org](http://www.stopwaste.org)). The program could utilize existing contacts from this program to build out strategic partnerships with sustainable landscapers.

5. Making the Grade: Evaluation Approaches

**A Note about Our Approach**

At SGA, we’ve come to rely on the term Outreach:ology to convey the unique way we approach public education. Outreach:ology (i.e., the science behind behavior change) uses a blend of Community-Based Social Marketing (CBSM) and proven tactics from social psychology and persuasion in order to influence the behavior of the target audience. CBSM focuses first on identifying the barriers and motivators of the target audience (See Literature Review, page 4), and then on finding ways to lower the barriers and increase the motivators. Social psychology allows us to use research from prominent leaders in the academic field who have tested and found tactics that work in influencing a person’s behavior. By using both social psychology and CBSM as the backbone of the approach, SGA has proposed strategies throughout the plan (e.g., power of stories, peer-to-peer communication, action-oriented messages, etc) that are all included as a result of their proven success in persuading people to change their behavior. Because these types of strategies have proven success, SGA recommends monitoring the audience’s participation (instead of their awareness) as one of the campaign’s primary metrics for success. For example, getting a home owner to sign up for the program’s eNewsletters would be more valuable than finding out that said homeowner is aware of the toxicity of pesticides.

**What Numbers Should Be Tracked for Success: Recommended Measures**

In order to reflect the strategies proposed in the plan, the table below reflects which outreach tactics should be measured quantitatively.
<table>
<thead>
<tr>
<th>CAMPAIGN COMPONENT</th>
<th>EVALUATION METRIC</th>
</tr>
</thead>
<tbody>
<tr>
<td>PAID ADVERTISEMENTS</td>
<td>• Number of impressions per advertisement</td>
</tr>
<tr>
<td></td>
<td>• Number of interactions as a result of advertisement</td>
</tr>
<tr>
<td>TESTIMONIALS</td>
<td>• Number of testimonials received</td>
</tr>
<tr>
<td>SOCIAL NETWORKING (FACEBOOK AND/OR Twitter)</td>
<td>• Number of “friends” or “fans”</td>
</tr>
<tr>
<td></td>
<td>• Number of interactions (e.g. posts/comments) from target audience</td>
</tr>
<tr>
<td></td>
<td>• Number of interactions from OWOW</td>
</tr>
<tr>
<td>ELECTRONIC MEDIA</td>
<td>• Number of unique visitors</td>
</tr>
<tr>
<td></td>
<td>• Number of page views</td>
</tr>
<tr>
<td>WEBSITE</td>
<td></td>
</tr>
<tr>
<td>BLOGS</td>
<td>• Number of posts by program on external blog sites</td>
</tr>
<tr>
<td></td>
<td>• Number of comments to posts by program on external blog sites</td>
</tr>
<tr>
<td></td>
<td>• E-NEWSLETTER</td>
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<tr>
<td></td>
<td>• Distribution number</td>
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<tr>
<td></td>
<td>• Open rate</td>
</tr>
<tr>
<td></td>
<td>• Number of article click-throughs</td>
</tr>
<tr>
<td>EARNED MEDIA</td>
<td>• Online news placements</td>
</tr>
<tr>
<td></td>
<td>• Print news placements</td>
</tr>
<tr>
<td>STRATEGIC PARTNERSHIPS</td>
<td>• Number of partnerships with related organizations/non-profits/associations</td>
</tr>
<tr>
<td></td>
<td>• Number of partnerships with sustainable landscaping companies &amp; pest control operators</td>
</tr>
<tr>
<td></td>
<td>• Number of strategic partnership events/workshops</td>
</tr>
<tr>
<td></td>
<td>• Number of people who attended all strategic partnership events/workshops</td>
</tr>
</tbody>
</table>

Learning from Mishaps and Successes: Monitoring and Adjusting

The most effective outreach plans are those that are able to be malleable and adjust tactics as needed. In terms of the overall strategy, periodic evaluations should be done at least once a year to allow the program to take a step back and assess what’s working (and do more of that) and what’s not working (and figure out how it can be improved). On a more tactical level, adjustments should be occurring on an ongoing basis. Because a good chunk of the plan focuses on online outreach, this comes with the added benefit of an ongoing evaluation component. Programs like Facebook, eNewsletters, etc., all produce statistics to see which posts are popular and which emails people are opening and not opening. This encourages a continuous stream of automated monitoring that would allow the program to optimize its rates of online engagement and success by simply giving their users more of what they want.

Pilot testing programs are also a means of assessing effectiveness before they are implemented on a large scale. Pilot testing is best used when conducting “on the ground” outreach programs. That is, programs that involves face-to-face contact like the store outreach being done for the Our Water, Our World program. Because of the geographic area of BASMAA, face-to-face outreach was not included as an integral part of this plan due in part to the budget and the fact that the strategic plan was written to comply
with the MRP's advertising requirement. However, for some components of the plan (e.g., Youth Panel), pilot testing is feasible and recommended as a way of seeing what works and what doesn’t—before rolling it out on a larger scale.

**To Ask or Not to Ask: Self-Reported Surveys**

SGA is aware that one of the MRP’s requirements is to do a pre- and post-campaign survey before and after the advertising buy. Because we are recommending that BASMAA veer away from traditional paid advertising buys, we are also recommending that this evaluation approach be adjusted accordingly. SGA’s concern with self-reported surveys are as follows: (1) They tend to place an emphasis on knowledge and awareness. As we know from CBSM, the idea that knowledge equals behavior change is an erroneous one. Case in point: every smoker knows that smoking cigarettes is bad for their health, but does this stop them from smoking? For this reason, it is amiss to assume that simply because a homeowner knows that IPM is the most eco friendly pest control alternative, that they are going to stop using pesticides altogether; (2) They are self-reported and therefore are limiting in their ability to get candid answers from the participants; and (3) They can be quite expensive for little return. Administering these types of surveys is often costly, and the data that is received is not always actionable or of value to the program.

SGA instead recommends taking the following approach to self-reported surveys: (1) Stay away from focusing on questions related to awareness; (2) Rely primarily on the people who are part of the program’s outreach database (see page 13) as the means for getting survey data. The people who become part of the program can therefore be tracked and their progress monitored in terms of how successfully they are moving along the road to behavior change. This also minimizes program costs if the surveys are sent out and collected online; and (3) Only collect face-to-face surveys in conjunction with other programs and outreach initiatives the individual cities/counties are already doing as part of MRP compliance. For example, taking surveys to a community event and doing them there. In this way, no added budget is spent in trying to collect survey data.