

Green Madison Marketing Plan

Draft: March 24, 2011

Overview

Green Madison is the result of the American Recovery and Reinvestment Act of 2009 via the Department of Energy's BetterBuildings grant program, an innovative strategy aimed at transforming energy efficiency retrofit markets, building sustainable demand for green jobs, and providing a model for other communities. Wisconsin's BetterBuildings program approach builds on existing energy efficiency efforts within the State of Wisconsin and the green economy leadership of the Partnering Cities—Madison, Milwaukee, and Racine. Green Madison leverages many community project partners and supporters including City agencies, workforce development organizations, financial institutions, non-profits, utilities, businesses, and associations. The goals of Green Madison are to:

- Increase energy efficiency
- Reduce greenhouse gas emissions
- Preserve and create local jobs

Marketing efforts will be designed to reach these program goals and generate demand for energy efficiency improvements in 4,500 City of Madison homes and 109 businesses by May 2013.

Marketing strategies will also address the information barrier of a self-sustaining energy efficiency market, a hurdle that has been acknowledged by the White House and Council on Environmental Quality: "Consumers do not have access to straightforward and reliable information on home energy retrofits that they need to make informed decisions." Other barriers, such as access to financing and skilled workers, will be addressed through various areas of the program.

Green Madison has the unique advantage of having several brands to create leverage, primarily including the City of Madison, Focus on Energy, and Summit Credit Union. This allows for a diverse communications team, including the City of Madison's Community Development Division, other City of Madison staff, community interest groups, Summit Credit Union, and WECC staff, which has been tasked with the development and execution of marketing and outreach efforts. The City of Madison will work with WECC's marketing team on both the front-end communications (branding, messaging, etc.) and program-specific communications and activities (promoting Energy Advocate use, home energy evaluations, incentives, etc.) to accomplish the following marketing objectives:

- Increase customer demand for energy efficiency by demonstrating why it is a smart investment
- Generate awareness of and interest in the Green Madison program
- Help the real estate market value energy efficiency by branding homes that have been improved through Green Madison



It should be noted that while Green Madison serves both business and residential customers, this plan currently focuses on the residential market as the details of a commercial program is being finalized.

Brand Strategy

A logo has been established for the Green Madison program and used in communications with customers and stakeholders across the City of Madison. The logo will be used for the duration of the grant program and beyond, on the website, in program materials, and throughout the various elements of the public awareness campaign. A key element will be to co-brand Green Madison with strategic program partners without creating confusion. In particular, Green Madison will be co-branded with Focus on Energy and Summit Credit Union. These two existing and recognizable brands will help lend credibility and excitement to the Green Madison program.

A website, hosted by the City of Madison, has been established along with a Green Madison-specific toll free phone number. .

- Website: www.cityofmadison.com/greenmadison
- Toll free phone number: 877.399.1204

Neighborhood Targeting

While Green Madison is a citywide program, targeting specific neighborhoods within the City will allow us to focus on homes that would benefit most from energy efficiency improvements and thus have a higher likelihood of work being completed. Green Madison will target neighborhoods based on research and existing data, rotating activities in various neighborhoods as the program evolves.

While it is important to generate citywide awareness of the program, and program materials will stress that all owner-occupied, one- to three-unit City homes are eligible, the neighborhood marketing layer will allow for better targeting and increased personalization in areas with higher program potential. More targeted areas will be identified through coordination between Madison's Community Development Division and Planning staff, City Alders, WECC staff, and Madison's local utility partners. The list below includes the many factors that will help determine these targeted neighborhoods:

- Housing demographics
 - Best candidates for energy efficiency improvements are homes built between 1920 and 1970. Homes built before 1920 may have various issues that can create challenges to making energy efficiency improvements, such as knob and tube wiring that can create a fire hazard.
 - Home building inventory that includes a high percentage of homes built prior to the more stringent Wisconsin energy efficiency building code requirements implemented in the early 1970s, and which has not been significantly rebuilt or renovated since that time. Homes built after 1970 likely have a higher baseline level of energy efficiency due to higher home construction standards that became law in the 1970s.



- A concentration of moderate/middle income homeowners who will likely qualify for an energy efficiency loan based on project underwriting criteria. Anyone that meeting qualifications is welcome to participate and those that are interested, but can not be served by Green Madison will be directed to programs that will be able to provide similar services, such as Targeted Home Performance with ENERGY STAR® or Home Energy Assistance Program.
- Areas where economies of scale in service delivery can contribute to mass participation and market transformation.
- Owner occupied.
- Other factors where data shows the potential for high rates of participation. One example is to use the energy usage data that Focus on Energy has collected from the local utilities to map out high-usage homes.

Neighborhood Indicator Project

The neighborhood data that is being developed will allow our marketing planning to address high potential home and commercial properties for targeting energy efficiency retrofit contacts. We will use this information to identify “early movers”, high energy users and home structures built before 1959.

Diversity Profile (<http://madison.apl.wisc.edu/snapshot.html>)

White	77.2%	map	definition
African American	5.9%	map	definition
Asian	7.5%	map	definition
Other Races or Multiracial	3.0%	map	definition
Hispanic/Latino (of any race)	6.5%	map	definition

To make sure we are able to offer Green Madison to a wide and diverse group of residents, key materials will be translated into both Spanish and Hmong to reach a larger portion of the City’s population.

Neighborhood group activities and local businesses can play a critical role in the word-of-mouth marketing of Green Madison. Homeowners value the opinions of their neighbors and affiliated organizations can lead to a viral effect on Green Madison participation. It is our goal to develop outreach and education programs, supply materials and collateral, and reach neighborhoods through community newspapers and community bulletin boards.

Leverage

The City of Madison will leverage existing city programs and coordinate outreach with several departments. The Community Development, Economic Development, and Community Development Authority has various programs in place targeting residential investment in neighborhoods. These existing programs, along with the outreach efforts of the Water Utility should be utilized to play a critical role in marketing Green Madison, including:

- K-12 School Energy and Sustainability Program



- Neighborhood Association Challenges for Greenhouse Gas Reduction
- Water Conservation Programs (Low-flow toilets)
- Streets & Recycling Program
- Project Home & State Weatherization Program
- City Assessors Office

Green Madison is also relying on the marketing support of two major organizational partners, Focus on Energy and Summit Credit Union. Where possible program promotion will be worked into existing outreach and be used as another reason to make contact with their resources.

The utilities that serve the City of Madison have taken in interest in working with Green Madison and will also be used where possible to create leverage and reach out to home and business owners. For example, MG&E has already been working on placing paid advertising in community newspapers.

Marketing and Outreach Recommendations

The following are recommendations of how to promote the Green Madison program through May 2013 with an approximate budget of \$150,000- \$200,000. Pricing is summarized in a table at the end, after tactics are described. Once approved, each area will be fleshed out with appropriate messaging, timelines, and execution tactics.

- Website
 - The website will be designed to accommodate the basic navigation of residents, contractors, government, and Energy Advocates. From this basic navigation layout, each page will provide information on the program relevant to the selected audience.
 - The site will also track community goals and offer a link to educational tools, discussed below.
 - Until the business portion of the program launches, the website focuses on the residential efforts.
- Outreach
 - Media/PR - Proactive and reactive media outreach targeting Madison consumer and trade reporters (print, broadcast, and online) will help build awareness of and interest in Green Madison. Media outreach will coincide with local editorial calendars, related events, and key time pegs such as holidays and seasonal changes. These third-party editorial endorsements will go a long way in leveraging large news audiences and marketing dollars.
 - For example, the media launch of the program began with a press conference that included the Mayor and other key program and community representatives generated television coverage from all four major Madison stations and several online articles.
 - Events - Utilizing our brand and energy advocates to create a presence at local home shows, community meetings, neighborhood meetings, realtor events, industry gatherings, etc., will help us reach crowds already invested in their



homes and position Green Madison as a helpful resource for homeowners. This includes developing promotional and educational materials to exhibit at events.

- We will utilize neighborhood associations, Affinity Groups, City Alders, and other stakeholders to spread the Green Madison message.
- **Print Collateral**
 - Basic print collateral could include brochures, single-sheet white pages with basic facts, promotional postcard mailings, banners, printable signage, training materials, yard signs, and energy advocate identification materials. These items would serve to support homeowners and energy advocates as they provide education regarding the Green Madison program. When possible, materials will be made available on the website for quick access and resource reduction. Primary documents will be translated into Spanish and Hmong.
- **Direct Mail**
 - Direct mail pieces will be used to generate interest in identified targeted neighborhoods.
 - Focus on Energy already does routine mailings to homeowners that have had an energy evaluation, but have not completed the process to help remind them of the importance of moving through the process. These will continue to go out to Green Madison participants that are going through the process and can be customized to utilize Green Madison messaging.
 - Green Madison will partner with the Water Utility to send City residents that took advantage of the low-flow toilet rebate program a direct mail piece informing them of the Green Madison program as they may be interested in continuing conservation and saving efforts.
- **Advertising – Mass advertising will be an effective tool, but needs to be targeted so messages reach those that actually live in the City of Madison, as many mass media channels can cast a wide net. Seeing the logo around the area helps to built brand recognition as a homeowner or business starts to hear word-of mouth or other direct marketing efforts.**
 - Billboards - Print and digital billboard advertising in targeted neighborhoods
 - Print – local daily, community, Shopper, and specialty publications around the City
 - Online – Utilize the partnering print or television media's online outlet to geo-target the delivery of ads where possible.
 - Door-to-Door – Green Madison will work with Neighborhood Associations to market door-to-door using word-of-mouth advertising whenever possible. These efforts will be supported with Green Madison marketing materials, Energy Advocates and Community Development Staff when feasible.
- **Social media – Work with the City's existing social efforts in Facebook and possibly Twitter to reach a viral audience. Where appropriate, it will be promoted through Focus on Energy social networks as well. It is recommended that WECC's social media person makes routine suggestions on what can be promoted and, when possible, tie it to other**



partner efforts. (AW note – I don't think we have enough information at this time to give more examples)

- City Channel – use the City of Madison video production resource and connection for online and local television needs.
 - City Channel has already filmed some of the Residential Energy Efficiency Incentive Pilot (REEIP) participant improvements which also focus on energy efficiency upgrades. These clips will be branded under the Green Madison program and added to the website, air on City Channel, and support other marketing efforts at outreach events.
 - Mayor will film and introduction for the website welcoming new participants to the Green Madison Program.
- Educational Tools – To aid homeowners in understanding their energy consumption, customers will be encouraged to create a user profile on their MG&E and/or Alliant Energy websites, where they can obtain access to their historical billing information. Additionally, Focus on Energy's website provides a link to an Online Energy Assessment tool, finditwithfocus.com. Online tools can help homeowners evaluate their home's energy performance and estimate their potential for improvement. Based on a home's total annual energy use, the tools compare one home to other homes after adjusting for size, age, location, and the number of people living in the home. The online educational tools will help homeowners assess whether they would benefit from a full energy assessment from an approved Green Madison Consultant.

Estimated Costs

As mentioned earlier in the plan once approved, each area will be fleshed out with appropriate messaging, timelines, and execution tactics. Based on our conversation last week, we are able to reach out to vendors and start negotiating to get final price, timelines, etc.

Outreach	
Event/Display materials	\$5,000
Event Registration/Participation	\$7,500
Collateral/Print (including apparel)	\$25,000
Direct Mail	\$10,000
Advertising	
Billboards	\$60,000
Print	\$50,000
Online	\$15,000
Totals	\$172,500

