

Building Community Awareness for The Humane Society of San Bernardino Valley



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Executive Summary

About Us

Thompson & Co. is a leading public relations firm located in Los Angeles, CA that specializes in media relations and social media strategies for non-profits. Thompson & Co. has worked with hundreds of leading non-profits and NGOs in all industries.

Business Need

This strategic communication plan was commissioned to address the awareness and visibility concerns that The Humane Society of San Bernardino Valley (HSSBV) faces. While the HSSBV has been in operation for 45 years in the San Bernardino area, there is still a lack of public understanding of the organization's mission, values and how it serves the local community. The HSSBV has been unable to develop a comprehensive strategic communication plan focused on driving awareness and visibility because current communication strategies are focused on promoting events which boost the organization's revenue.

The firm's primary and secondary research has concluded the following information about the current state of the HSSBV:

- Current press coverage remains neutral and focused on promoting fundraising events. There is a lack of media coverage that includes the HSSBV's mission and values.
- While the HSSBV has a fairly active social media presence, there is a lack of engagement with the audience. Current social media content is focused on pushing information out to the public and does not solicit audience contributions.

Our Solution

Based on this research this strategic communication plan was developed to establish and foster a relationship with Low-Income Hispanic Families, Middle-Income Millennials, and Senior Citizens.

It is recommended that the HSSBV implement the following measures:

- Actively seek out and converse with the target audience face-to-face.
- Increase positive press coverage by regularly pitching newsworthy and evergreen articles that adequately state the HSSBV's mission.
- Increase social media engagement, particularly on Facebook, by developing engaging and relevant content that encourages audience feedback. Special focus should be placed on encouraging the target audience to share the HSSBV's published content.

Furthermore, this strategic communication plan sets the foundation for future communications plan focused on increasing the HSSBV's revenue. The target audiences are more likely to donate

to an organization that they have a relationship with and this strategic communication plan establishes that important relationship.

Situation Analysis

The HSSBV is currently entering their 45th year of operation in the San Bernardino Valley. Despite the organization's long-term presence in the community, there is still a lack of public awareness and understanding of the organization's involvement in the community. The organization has focused its communication resources on promoting fundraising events due to the organization's reliance on donations to fulfill their mission. As a result, traditional media and social media coverage has been primarily focused on event promotion and soliciting donations.

While HSSBV has received a fair amount of media coverage in the past year, this media coverage does not enhance the reputation or increase the visibility of the HSSBV. As a result, the HSSBV is unable to differentiate itself among other local and national animal shelters/organizations. A positive reputation and an increase in visibility are critical components to the long-term success of the organization. Social media will be a key element in transforming the reputation of the HSSBV, as it will allow the organization to foster and nurture relationships with key publics.

Due to limited resources current communication strategies have been focused on building revenue, the HSSBV should develop a more comprehensive communication plan that will enhance the organization's reputation using social media and traditional media outlets.

SWOT ANALYSIS

Strengths

- Knowledgeable and well-trained staff (veterinary, humane officers, educators, and administrative)
- Strong volunteer base
- Sole facility in the surrounding community that offers animal education and low-cost services
- Community oriented
- Creative and successful fundraising events
- Promotion of fundraising events on social media accounts and within the facility
- Strong partnerships (Ontario Reign, Ontario Heat, Petsmart, etc.)

Weaknesses

- Limited resources
- Limited funding (donation based)
- Limited audience reach/message retention
- Lack of media planning
- Minimal audience engagement on social media
- Absence of a communication plan focused on driving awareness and visibility (focus is on driving donations).
- As a result, the Humane Society of San Bernardino Valley (HSSBV) is unable to distinguish itself from local shelters and national organizations.

Opportunities

- 45th Anniversary
- Showcase how HSSBV benefits the community
- Continue partnerships with other organizations and businesses to increase awareness and visibility of the HSSBV.
- Utilizing the front desk staff at the clinic to foster and develop one-on-one relationships.
- Increase engagement on social media platforms.
- Increase earned media coverage focusing on the HSSBV's mission and values.

Threats

- The economic environment of the community is in flux.
- Cessation of long-term donations
- A lack of sustained funding sources will lead to long-term sustainability problems.
- Cultural attitudes, predominately present in Hispanic cultures, may make individuals reluctant to sterilize their pets.
- A lack of differentiation among local shelters and national organizations can inadvertently damage reputation.
- National animal welfare organizations have more resources and audience reach.

Content Analysis

The Humane Society of San Bernardino Valley's media coverage over the past 6 months remains relatively neutral. The organization has been represented in all local news outlets. The HSSBV's press coverage has been primarily focused on event promotion. There have not been any recent articles that discuss the organization's mission and values. Therefore, the only times that the HSSBV is in the news is when there is a fundraiser or other event taking place. It is important that the HSSBV pitch evergreen and other newsworthy stories to the press to ensure consistent news coverage.

While the neutral press coverage will not hamper the reputation of the organization, it will not enhance it either. Positive press coverage, geared towards the organization's mission and values, will be imperative in increasing awareness, visibility and the positive reputation of the organization.

Listed below are three snapshot examples of recent press coverage:

- **“Ontario Reign to hold March 14 jersey night”**, The Sun,
Link: <http://www.sbsun.com/social-affairs/20150226/ontario-reign-to-hold-march-14-jersey-night>
 - This article is focused on promoting the 5 W's of a HSSBV fundraising event. The overall tone of the article is informative and neutral. Quotes were not used. The HSSBV's website was listed but information about the organization's mission was not included.

- **“Parvovirus Threatens Dogs in San Bernardino”**, ABC 7,
Link to Broadcast: <http://abc7.com/pets/parvovirus-threatens-dogs-in-san-bernardino/297815/>
 - This broadcast discusses the recent outbreak of the parvovirus in the San Bernardino area and how the HSSBV urges pet owners to get their dogs vaccinated. The broadcast was neutral but presented the HSSBV as a subject matter expert. Jill Henderson provides sound bites in the broadcast. Her messages are clear, concise and provide direct calls to action. Other HSSBV patrons that live in the community provide quotes as well.
 - This news piece shows that the Humane Society of San Bernardino facility is prepared for a disease outbreak.

- **“Humane Society of San Bernardino Valley ‘Zeuter Day’ Nov. 22**, The Sun,
Link: <http://www.sbsun.com/lifestyle/20141113/humane-society-of-san-bernardino-valley-zeuter-day-nov-22>
 - This article discusses the 5W's of a new low-cost neutering procedure offered by the HSSBV. Quotes were not used in the article. The overall tone of this article was neutral. The HSSBV's mission was not stated in the article.

Website Analysis

The HSSBV has recently redesigned the current website (<http://www.hssbv.org>).

Content: Core information about the organization including facility hours, services offered, donation information, and contact information is easily found on the landing page. Social media links are also prevalent on the landing page (Instagram link is not present).

The Pet Care section of the website would be more effective if it was listed in a FAQ form to mimic actual questions that people have about spaying/neutering their pets.

It would also be beneficial to have a 'Contact Us' section under the Information tab. Also, under the Information tab, it would make sense to include a 'Financial Assistance' tab that describes in detail all of the financial assistance programs that the HSSBV offers. Having this page would make it easier for visitors to find what financial programs they may qualify for.

Layout, Design, and Navigation: The website design is clean, uses a basic color template and uses a tabular design to segment information into user-friendly categories. The Donate! tab should be in a bold color to emphasize and differentiate it from the other categories in the navigation bar.

However, the website is text heavy and this presents a problem when viewing the website on mobile devices. Too much text can dissuade a user from fully exploring the website. In order to make the website more mobile friendly and to enhance the user experience it is recommended that the text, predominantly on the front page, be further segmented into categories/sub-categories. This will prevent the user from having to repeatedly scroll for more information, which can be cumbersome.

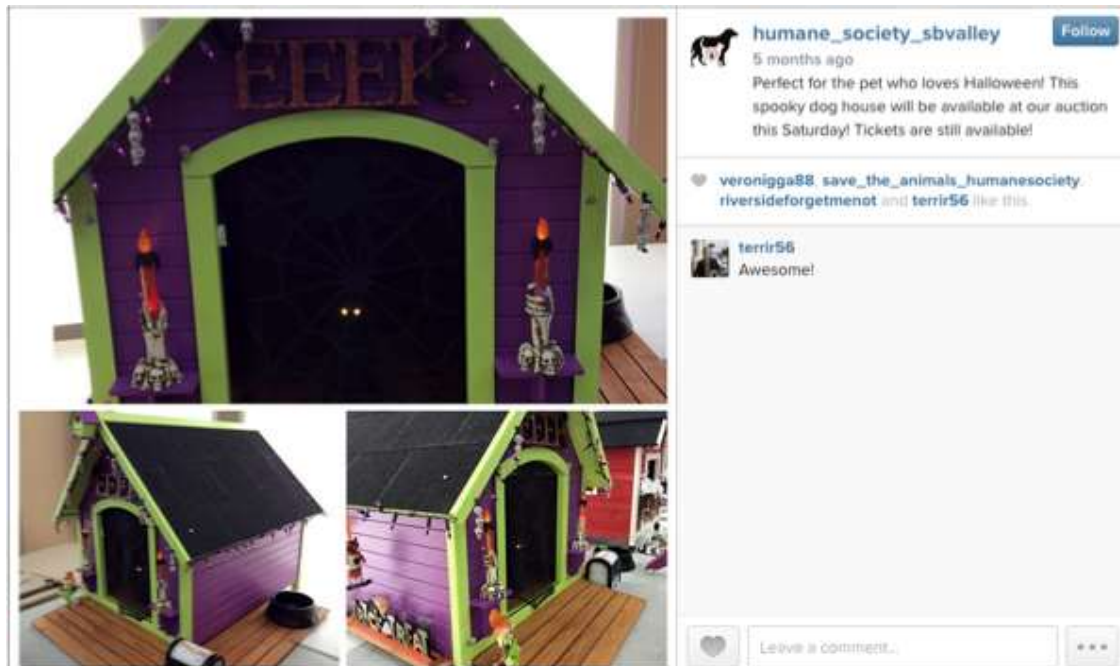
The 'Welcome' section that's currently at the end of the webpage should be anchored to the top of the landing page. This information contains valuable information of the HSSBV's mission and is easily overlooked because it is located on the bottom of the page.

While the tabular design makes the website easy to navigate, a search bar at the top of the webpage would make it easier for users to search for the information that they're looking for. Having a FAQ page for visitors to navigation would be beneficial as well.

Technical: The webpage meta-tags are currently not utilized. Attaching relevant keywords and phrases will help to enhance the SEO of the website and increase webpage traffic.

Social Media Analysis

The graphics below are three pieces of the HSSBV's social media content. The first piece of content was posted on Instagram and includes an original picture along with an event promotion blurb, the second piece of content is promoting the Ontario Reign fundraising event on Facebook, and the last piece of content is promoting an HSSBV/Petsmart Charities offering.



Like · Comment · Share · 3



The following is an analysis of the HSSBV's active social media platforms.

Facebook	3,710 Followers	Rating: B
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Facebook is the HSSBV's primary and most active social media platform. There are between one and three posts per day. The posting frequency increases as a key HSSBV event/fundraiser date approaches. The majority of the posts are to share information about an HSSBV service, program or fundraising event. Facebook events (fundraisers, programs, etc.) are also created and routinely shared on the page as well. Often, the same content is shared multiple times in a row.

The level engagement remains fairly low. Posts that include pictures are routinely 'liked' more than other posts. The HSSBV has held contests that require a person to comment, share, and like a post in order to win a prize e.g. Ontario Reign tickets. However, the number of overall comments and post shares remains low. The comments that are left on posts remain positive/neutral.

Twitter	466 Followers	Rating: C
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Twitter content is recycled from Facebook content and as a result, most Twitter content is geared towards promoting an event and/or fundraiser. There are one to two tweets per day from the organization. Twitter content does not elicit any audience engagement or interaction with minimal use of hashtags. However, the HSSBV does retweet relevant content posted by other organizations e.g. Ontario Reign video, Red Rover Organization pictures, etc. The level of retweets/favorites among followers is lower than that of Facebook.

Instagram	51 Followers	Rating: C
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Instagram is the least active social media platform (with pictures being posted once or twice every two to three weeks) with the least amount of followers. The pictures that are posted are of the HSSBV's clients and their pets, pictures of event flyers/collateral, pictures of events/donations/staff/etc. Some content that is posted is also recycled on other social media platforms but some content is original e.g. event pictures, donation gifts, and pictures of staff and pets.

Engagement levels are still relatively low with pictures receiving few likes and few comments. The comments that are left are positive and show support for the HSSBV.

Key Takeaways:

- Facebook is the platform where the HSSBV has the most prominent presence.
- Posts across all platforms have been primarily focused on promoting fundraising events. The secondary focus has been promoting other special events that the HSSBV is organizing.
- The frequency of posts across all platforms aligns with the yearly event schedule (one event per month on average).
- The current purpose and social media strategy of the HSSBV has been to push information out to the public (one-way communication model).
- Therefore, the current strategy does not involve publishing content that elicits audience engagement or promotes audience sharing which is key in a successful social media strategy.

Competitor Audit

The HSSBV is in a unique position because it is the only animal non-profit of its kind in San Bernardino County. However, the HSSBV has been unable to differentiate itself among other local shelters and national organizations. As a result, it has had to compete for donations with The Humane Society of the United States and has been confused with the San Bernardino County Animal Care & Control (San Bernardino Shelters).



Location: USA

Mission: The Humane Society of the United States is the nation's leading organization focused on animal protection. They are focused on combating large-scale animals cruelties.

Target Audience: Since The Humane Society of the United States is a national organization; their target audience includes people with an interest in animal welfare, those that are interested in animal right legislation, and those that have the capacity to donate their time or money to the organization.

Active Social Media Platforms: [Facebook](#) (2.3 million followers) and [Twitter](#) (314,000 followers)

Social Media Content:

The content posted on Facebook and Twitter is both timely and relevant. Their social media strategy is to position the organization in any animal-related current event. For example, there are numerous posts discussing the story about the Ringling Bros. retiring elephants and new animal-related legislation. Posts are rarely textual but rather include infographics, pictures, video, and links to external sources.

The content posted on the organization's social media accounts has a specific purpose. For example, there are numerous posts that request that the audience donate to a specific cause, write their governmental representatives about a specific issue, directs the audience to sign a petition, etc. In essence, the audience is encouraged to contribute and participate in the discussion.

Social Media Engagement:

There is a high level of audience engagement on the organization's social media accounts and posts are routinely liked, shared, and commented on by the audience. The organization also responds to questions and comments that they receive on Facebook and Twitter.

The organization also uses relevant hashtags in their posts and has created unique hashtags to support their different animal campaigns and initiatives.

Competitive Advantage:

The biggest competitive advantage that the organization has is that they are a household name and easily recognizable. Their household name also means that they have more funding than the HSSBV and are able to attract more national media coverage to help build their reputation.

The HSSBV's Advantage:

The HSSBV's services and offerings are focused on the local community. The HSSBV also responds to the immediate needs of the local community exemplified in the Parvovirus crisis in 2014. The HSSBV has also partnered with local and national businesses to provide low-cost services to members of the local community that need it the most e.g. pit bull neutering for the 92410 zip code



Mission: The main objectives of San Bernardino County Animal Care & Control program is to prevent rabies, educate the public about proper pet ownership, and find homes for unwanted animals.

Target Audience: San Bernardino County residents

Active Social Media Platforms: [Facebook](#) (3,965 likes)

Social Media Content:

The current social media strategy is to promote the different pets that are up for adoption at the San Bernardino Shelters. The posts usually include a picture of a pet for adoption, information about the pet, or an update about an existing pet. There are also humorous animal related images/memes and jokes.

Social Media Engagement:

Facebook content is routinely liked and shared by the audience but few audience members leave comments. The posts that receive the most likes or shares are those that link to an animal-related story or a post that includes a humorous picture/meme.

The organization replies to the few comments that it receives and most of these comments are clarifying previous information or answering a person's question.

Competitive Advantage:

The biggest advantage that the organization has over the HSSBV is that it is currently funded and supported by the County government and does not rely on donations. The organization is can also enforce rules and regulations (pet licensing, rabies vaccinations, animal control, etc.). The organization also receives free publicity on County webpages.

The HSSBV's Advantage:

The HSSBV holds regular fundraisers that help animals and other members of the community. Furthermore, the HSSBV's mission takes a proactive stance to prevent animal overpopulation by advocating for people to sterilize their pets while the San Bernardino Shelters are reactive to the pet overpopulation problem.

Communication Plan Assessment

'Zeuterin Day' 2014 Event Dates

What went well?

- Local media coverage of each event ensured that the program received media attention throughout the year.
- Each event date was promoted on social media.
- Complete information about the program, including event dates, was posted on the website in advance.
- Flyers and other physical communication collateral were available within the HSSBV facility.

Recommendations for Improvement:

- Incorporate education about Zeuterin (What is it? How long does it take? How safe is it?) while promoting the event dates.
 - Design and upload a short FAQ sheet that can be easily uploaded and shared across social media platforms.
- Boost the credibility of Zeuterin by uploading and sharing marketing collateral (info sheets, videos, etc.) from Ark Science (manufacturer).
- Tie the event into the HSSBV's mission by describing Zeuterin as a less invasive form of sterilization. Sterilization prevents the overpopulation of pets, which means that there are fewer animals overcrowding shelters.

Target Audience Overview

The target audience for this campaign is comprised of individuals who live in San Bernardino area who own pets or have an interest in animal care and advocacy, who could benefit from animal education and/or the services that the HSSBV offers. The targeted publics are between the ages of 20-85+ years old. These publics comprise approximately 65 percent of the population according to the demographic reports published by the City of San Bernardino.

The target audience can be further segmented into the following categories:

- Low-income publics who could benefit from the low-cost spaying/neutering and vaccination services.
- Middle to high income publics who are in a position to donate to the HSSBV.
- Seniors (65+) that could benefit from low-cost services.

Target Audience Profiles

Outlined below is a more extensive analysis of each of the target audiences followed by a list of key messages for each audience.

Low-Income Hispanic Families



- Hispanics comprise 60% of San Bernardino's population with a median household income of \$37,244
- Members of this target audience are family-oriented (with a large extended family and some relatives living in Mexico) and community driven.
- While this target audience has a limited disposable income, they value helping less fortunate members of their community.

Relationship with the HSSBV: Current target market for low-cost/free spay/neuter programs (Zip code: 92410).

Media Habits

- They are currently engaging with social media on mobile devices.
- However, the best way to reach this audience is through direct communication.
- Best places to target: grocery stores (Cardenas Market, Stater Brothers, Food 4 Less, etc.), discount stores (dollar stores, WalMart, Waterman Discount Mall, etc.), and medical clinics.

Motivating Factors

The largest motivating factor for this target audience is the health of their children and the health of their families. They are also motivated by their community.

Pain Point: The language barrier may impact their access to information.

This target audience is heavily influenced by their friends and family due to their collectivist nature. This means that word of mouth advertising/promotion will be particularly effective for this target audience.

Middle-Income Millennials



- Comprised of individuals ages 20-29 living in San Bernardino and the surrounding communities (Highland and Redlands) who have an income of \$30,000-\$50,000. They are Culturally diverse: Hispanic, White, African American, Asian.
- They are technology savvy, highly connected and own numerous mobile devices.
- A significant portion of this target audience has at least a high school diploma but many of them are/have attended college in the surrounding community.

Relationship with the HSSBV: Not currently targeted but the organization's followers on Facebook are members of this target audience.

Media Habits

- They are large users of social media (Facebook and Twitter).
- They are more likely to share social media content, follow and interact with brands on social media.
- Therefore, the best way to reach this audience is through social media.

Motivating Factors

- This audience is more likely to donate to an important cause if they see how and what their contribution benefits i.e. tangible benefits.
- They are also motivated by engaging and informative content that elicits their feedback/contributions.

Pain Point: Limited financial resources

This target audience is heavily influenced by their peers and their social network. They are also influenced by "people just like them" and people who they can identify with e.g. Ben Cook from Hangar 24.

Seniors



- Ages 64-85+ living in San Bernardino or the neighboring communities.
- According to city statistics, this audience is roughly 8% of the population.
- They are culturally diverse: Hispanic, White, African American, Asian
- Those seniors that live in retirement communities and other assisted living communities often go to organized social events.
- Other seniors visit the senior center.
- They are on fixed incomes and/or receiving some form of public assistance (Social security, etc.)

Relationship with HSSBV: Not currently targeted by organization but this segment of the population could benefit from HSSBV's services.

Media Habits

- They are not heavy technology users and do not have an active social media presence.
- They get their local news from cable TV and are avid readers of many community newspapers.

Motivating Factors

- They are primarily motivated by their own health and the health of their pet.
- The advice of their doctor or medical practitioner is also a significant motivator.

Pain Points: Seniors are sensitive to economic conditions and they have limited financial resources.

Because their health is their prime concern, seniors are influenced by their doctors and also influenced by their close family.

Key Messages

Low-Income Hispanic Families

Pet overpopulation is a problem in San Bernardino. Be part of the solution by having your pet fixed.

- a) The San Bernardino Shelter takes in 8,000 pets a day and euthanizes 40% of them.
- b) The HSSBV offers low-cost (and in some cases free!) services to have your pet fixed.
- c) Make an appointment by calling (909) 386-1400

Middle-Income Millennials

The Humane Society of San Bernardino Valley is celebrating 45 years of helping the community and their pets.

- a) We offer low-cost veterinary services
- b) Our Humane Education programs teach children the importance of animal welfare
- 3) Our humane officers routinely investigate allegations of animal neglect and abuse.

Seniors

We know you love your pet. That's why The Humane Society of San Bernardino is here to help you care for them.

- a) We offer low-cost veterinary services that keep your pet healthy.
- b) Call us at (909) 386-1400 and we'll answer all of your questions

Goal & Objectives

The primary goal for this campaign will be to increase awareness and visibility of The Humane Society of San Bernardino Valley's mission to target publics.

In order to satisfy this primary goal, the following objectives were designed.

- **Objective #1:** Using the number of articles published in The San Bernardino Sun and The Press Enterprise in the past six months as a baseline, increase the amount of positive press coverage by 20% during the period between April 20-Oct. 23.
- **Objective #2:** Using the average number of appointments in the past six months, increase the number of spay/neuter/Zeuterin appointments by 15% between the dates of April 20 and Oct. 23.
- **Objective #3:** Increase the number of people who like the HSSBV's Facebook page by 15% (539 new 'likes') between April 20-Oct 23.
- **Objective #4:** Using the total number of shares in the past 6 months as a baseline (406), increase the number of shared posts on the Facebook page by 15% from April 20-Oct. 23.

Strategies & Tactics

The following strategies and tactics for each target public are outlined below.

Low-Income Hispanic Families

Strategy: Convince low-income Hispanic families that spaying/neutering/zeutering their pets through social media and direct communication collateral distributed at discount grocery stores and retailers will prevent pet overpopulation and will have a positive impact on the community.

Tactics:

- Develop a relationship with Cardenas Markets and Stater Bros. Markets. By developing relationships with these major San Bernardino grocers, the HSSBV can have communication material distributed in the grocery stores frequented by this target audience.
 - This relationship will also set the foundation for possible fundraising opportunities in the future e.g. through Stater Bros. Charities.
- Distribute 8.5” x 5.5” flyers that stress the importance of spaying and neutering to prevent pet overpopulation and 8.5” x 11” posters hung in the grocery stores’ windows/doors.
- Distribute flyers at the Waterman Discount Mall.
- Set up a booth at the San Bernardino Farmer’s Market and provide communication collateral (brochures, newsletters, flyers, etc.) to attendees.
- Develop engaging content Facebook content.
- Create localized Facebook advertisements that discuss pet overpopulation and the importance of sterilization.
- Invite members of the San Bernardino Sun, The Press Enterprise, The Redlands Daily Facts, Highland News, and La Opinión to a media roundtable at the HSSBV facility.
 - The purpose of this roundtable will be to tour the facility and discuss HSSBV services and programs with special emphasis on the Humane Officers and Humane Education Programs.

Rationale:

According to this research study by [The Humane Society of the United States](#), low-income individuals are less likely to get their pets’ spayed/neutered but this audience also has the most to gain from spaying and neutering their pets. This study also indicated that the most effective messaging for this audience is focused on making the audience aware of the high euthanasia rates and the problem of pet overpopulation. It is also important to recognize that cost is a barrier to sterilization but that messaging will be used to support the overall message. While the messaging focuses on the high euthanasia rates and pet overpopulation being a problem, the focus will be solution-based. The audience can do their part to solve this community problem. This is in tune with the cultural attitude of self-sufficiency.

[The Pew Research Center](#) indicates that Hispanic's Internet usage and in particular social media usage is rising. However, this research also indicates that income is a leading factor in technology adoption. While it can be inferred that members of a low-income Hispanic family have a social media account, it is unclear whether or not they use a social media account on a regular basis or if they use social media as their primary information source. Therefore, the primary strategy behind reaching this audience is by targeting them directly. [Hispanics tend to shop more at grocery stores](#) because they are more likely to eat at home so this is why grocery stores, particularly Cardenas Markets and Stater Bros., were targeted.

Middle-Income Millennials

Strategy: Use social media to educate middle-income millennials about The Humane Society of San Bernardino Valley's mission.

Tactics:

- Expand the use of Facebook to include educational content that articulates the HSSBV's mission in a way that encourages engagement.
- Develop content that aligns with animal-related observances. For example:
 - National Prevention of Cruelty to Animals Month (April)- Highlight the work that the Humane Officers do for the community and include a picture and short quote.
 - National Pet Week (3-9)-Encourage Facebook users to post pictures of their pets and tag #HSSBV. A short video interviewing the lead veterinarian.
 - National Heat Awareness Day (May 23)-Develop an infographic that explains how pets should be cared for in the heat (don't leave pets in a hot vehicle, make sure they have plenty of water, what time of day they should be walked, etc.)
 - World Pet Memorial Day (June 14)-Showcase the various ways that people can donate to the organization in memory of their pet while including pictures of memorials.
 - More animal-related observances can be found here:
<https://www.avma.org/Events/pethealth/Pages/default.aspx>
- Increase visibility of the HSSBV Facebook page by creating localized Facebook advertisements.
- Upload a 2-3 minute video on Facebook, YouTube, and the HSSBV website that highlights the facility, staff and discusses what the organization does for the community.
- Utilize the front desk staff at the HSSBV's facility to encourage patrons to a) 'Like' the HSSBV Facebook page and b) Leave a positive review on the page describing their experience.

Rationale:

According to the [Pew Research Center](#), 93 percent of millennials ages 18-29 are online. While other social media platforms are growing, Pew Research Center's [2014 Social Media Update](#) indicates that Facebook remains the dominant platform in the social media sphere. The 2014 Social Media Update also indicates that engagement on Facebook has increased meaning that users are interacting with the site more than once a day. Therefore, it makes sense to reach the millennial audience through the still dominant Facebook.

The [2013 Millennial Impact Report](#) indicates that 49 percent millennials follow between one and five non-profit organizations on social media. In order to compete for millennials attention, it will be important to provide engaging content. Sixty percent of survey respondents said that they liked it most when non-profits shared stories about successful projects or the people they help. The more engaging the content is on Facebook the more likely that millennials will respond favorably.

While research suggests that millennials may not donate as much as other segments of the population, they will still donate what they have. Forty-two percent of millennials surveyed in the 2013 Millennial Impact Report said that they would be interested in monthly giving. In order to secure their donations, it is imperative that the HSSBV utilized Facebook to increase awareness about the HSSBV's mission. Once this target audience is made aware of the work that HSSBV does in the local community and establishes a relationship with the organization, they will be more likely to donate in the future.

Seniors

Strategy: Educate senior citizens about the important of vaccinating and spaying/neutering their pets through communication collateral at retirement communities, senior citizen centers and through local newspapers.

Tactics:

- Create and distribute communication collateral (8.5" x 5.5" flyers) that highlights the HSSBV's low-cost spaying/neutering services and low cost vaccinations in senior citizen centers.
- Pitch The Community Foundation grant partnership to local media outlets.
- Develop a relationship with retirement communities in the surrounding area (San Bernardino, Highland and Redlands) to determine the best way to disseminate information about the HSSBV.
- Using volunteers, distribute communication collateral to each residence in retirement community and/or make communication collateral available in the health/wellness facility.
- Participate in short speaking engagements at retirement communities that are geared towards educating seniors on the importance of yearly exams, vaccinations and spaying/neutering their pets.

- Pitch these speaking engagement to the San Bernardino Sun, Press Enterprise, Highland News, and Redlands Daily Facts and emphasize the HSSBV's commitment to the community.

Rationale:

[Pew Research Center](#) discovered that 59 percent of seniors classify themselves as Internet users while 46 percent of those Internet users are social media users. This means that large part of this demographic does not use the Internet and as a result do not use any form of social media. Therefore, in order for this demographic to become aware of the HSSBBV's services it will be important to directly communicate with this audience via traditional media outlets and communication collateral.

Distributing flyers at retirement communities will allow the HSSBV to make a direct and personable connection with the senior community. Speaking engagements at senior centers/retirement communities will also further enhance the relationship between the HSSBV and the target public. The HSSBV will be able to pitch these speaking engagements to the local media particularly those that cover senior/aging issues such as Helen Dennis at the San Bernardino Sun.

Budget

Printed communication collateral prices reflect current quotes listed on the Best Value Copy website. Flyers will be printed black and white and the posters will be printed in full color. Video quote is from Pennington Designs located in Redlands, California and includes: 30 min consultation with producer, equipment, editing, and final output for the web.

Audience: Low-Income Hispanic Families	Quantity	Per Item Co	Hours Per Month	Total Hours	Total Projected Cost
Strategy: Convince low-income Hispanic families that spaying/neutering/zeutering their pets through direct communication collateral distributed at discount grocery stores and retailers will prevent pet overpopulation and will have a positive impact on the community.					
Tactics:					
8.5" x 5.5" Flyers (Black & White, One Side)	5,000	\$0.02			\$81.25
11" x 17" Posters in Spanish (Full Color, One Side)	40	\$0.23			\$9.36
11" x 17" Posters in English (Full Color, One Side)	40	\$0.23			\$9.36
San Bernardino Farmer's Market Fee	12	\$40.00			\$480.00
Subscription to Hootsuite (Per month)	6	\$9.95			\$59.70
Facebook Advertisements	3	\$70			\$210.00
Relationship Development (with grocery stores)			6	6	
Flyer and Poster Design			2	2	
Volunteers to distribute flyers	2		8	56	
Farmer's Market Volunteers	2		8	56	
Facebook Management (Developing/posting content, engaging with audience and adjustments)			12	84	
Facebook Analysis (Facebook Ads, Facebook Insights, HootSuite)			3.5	24.5	
Media Relations (Including Media Roundtable)			25	175	
Total			64.5	403.5	\$849.67
Audience: Middle-Income Millennials					
Strategy: Use social media to educate middle-income millennials about the HSSBV's mission.					
Tactics:					
Facebook Advertisements	3	\$70.00			\$210.00
2 minute video	1	\$995.00	5	5	\$995.00
Facebook Management (Developing/posting content, engaging with audience and adjustments)			12	84	
Facebook Analysis (Facebook Ads, Facebook Insights, HootSuite)			2.5	17.5	
Total			19.5	106.5	\$1,205.00
Audience: Seniors					
Strategy: Educate senior citizens about the important of vaccinating and spaying/neutering their pets through communication collateral at retirement communities, senior citizen centers and through local newspapers.					
Tactics:					
8.5" x 5.5" Flyers	3,500	\$0.02			\$56.88
Relationship Development (with senior centers and retirement communities)			6	6	
Flyer Design			1	1	
Volunteers to distribute flyers	2		4	12	
Speaking Engagements	3		2	6	
Media Relations			10	70	
Total			23	95	\$56.88
Campaign Total			107	605	\$2,111.55

Evaluation

Objective #1: Using the number of articles published in The San Bernardino Sun and The Press Enterprise in the past six months as a baseline, increase the amount of positive press coverage by 20% during the period between April 20-Oct. 23.

Evaluation Method:

- Every month determine evaluate the press coverage that the HSSBV receives.
- When evaluating each press piece, determine which media outlet published the piece, if the piece was positive, negative or neutral, and record this information in a spreadsheet for easy access and analysis.
- Routinely monitor Twitter to determine what media outlets shared news stories related to the HSSBV, how many times the article was retweeted, and how many times the article was marked as a favorite.
- If coverage remains neutral, adjust news pitches to encourage positive news coverage e.g. stories about the Humane Education Programs, stories about Humane Officers in the community, etc.
- Final tallies and totals should be recorded by Oct. 23 to determine whether or not the objective was met.

Objective #2: Using the average number of appointments in the past six months, increase the number of spay/neuter/Zeuterin appointments by 15% between the dates of April 20 and Oct. 23.

Evaluation Method:

- For each sterilization appointment that is made, ask the customer where they heard about the HSSBV and record this information along with their name, appointment date/time, and whether or not the appointment was completed or not. Note any common trends.
 - These common trends will identify which communication tactic is working the most and which tactic is working the least.
- Calculate the total number of sterilization appointments that were made for the month.
- The final tally of all completed sterilization appointments should be completed by Oct. 23 to determine whether or not the objective was met.

Objective #3: Increase the number of people who like the HSSBV's Facebook page by 15% (539 new 'likes') between April 20-Oct 23.

Evaluation Method:

- Success will be determined if the Facebook Page receives 539 new 'likes'.
- At the end of each week, determine how many Facebook users after viewing the Facebook ad, liked the HSSBV page using analytics tools like Facebook Page Insights and Facebook Ad Analytics. Adjust the ads as necessary to drive more page 'likes'.
- In order to determine which content receives the most 'likes', conduct A/B testing on Facebook ads. Sample testing categories could be age, location and the inclusion or exclusion of specific interests/hobbies.
- Use Facebook Insights to determine how many new Page 'likes' were attained in the six-month period (April 20-Oct. 23).

Objective #4: Using the total number of shares in the past 6 months as a baseline (406), increase the number of shared posts on the Facebook page by 15% from April 20-Oct. 23.

Evaluation Method:

- Success will be determined if the Facebook Page content is shared 467 times between April 20th-October 20th.
- At the end of each week, utilize Facebook Page Insights to determine the Reach and Engagement of each post in the past seven days. Depending on the numbers adjust content as necessary to increase engagement (likes, comments and **shares**) and audience reach (unique people who have viewed page content).
 - As people continue to share information with their friends and family on Facebook, both the Share count and Reach count will increase.
- Utilize Hootsuite's social media listening functionality to determine audience conversation about the HSSBV by using keyword searches.
- Final tallies should be recorded on Oct. 23 to determine whether or not the objective was met.

Communication Collateral

This is an 11" x 17" poster that would be placed at the entrance/exits of Stater Bros. Markets and Cardenas Markets to reach the Low-Income Hispanic Families audience. Ideally, it would be printed in English and Spanish to reach all members of the audience.



8,000 PETS ARE TAKEN IN BY THE SAN BERNARDINO SHELTER EACH YEAR.

2,400-3,200 OF THESE PETS ARE PUT DOWN.

BE PART OF THE SOLUTION AND HAVE YOUR PET FIXED.



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