



2017 - 2018

Communication and Marketing Plan

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Section I. Strategy Overview

Statement of Purpose

The Gallatin River Task Force (Task Force) Communication Plan will provide documented strategy for communication by:

1. Developing communication goals
2. Defining a voice and audience for the Task Force
3. Outlining a communication framework for one year
4. Establishing metrics for measuring progress

Positioning Statement

The Gallatin River Task Force is the only group whose sole focus is conservation and restoration of water resources in the Upper Gallatin River Watershed. We have over seventeen years of success characterizing, protecting, and restoring the Upper Gallatin River Watershed. Our locally-led watershed group has a vision for a healthy Gallatin River for current and future generations.

Communication Goals

1. To increase awareness of the Task Force brand
2. To position the Task Force as a respected local source of water resource information and expertise
3. To advocate for watershed health and behavior changes where necessary
4. To support and enhance fundraising activities
5. To retain existing volunteers and recruit new volunteers
6. To publicize organizational news

Section II. Messaging

Target Audiences

1. Watershed Community
2. Funders
3. Partners and Supporters
4. Volunteers
5. River Users and River Lovers
6. Development and Resort Community

Key Messages	Examples
State of the Gallatin (<i>Gal.</i>) - 25%	<ul style="list-style-type: none"> - Drought outlook - Snowpack updates - Water quality data
Relevant News (<i>News</i>) - (20%)	<ul style="list-style-type: none"> - State, local, and national news relating to conservation, watersheds, water quality, drought, etc.
Organizational News (<i>Org.</i>) - (15%)	<ul style="list-style-type: none"> - Stories from the field/office - Progress on projects - Fundraising successes - Supporter/partner news, events, and projects
Engagement & Calls to Action (<i>Calls</i>) - (15%)	<ul style="list-style-type: none"> - Become a member - Volunteer - Attend workshops and events
Appreciation and Recognition (<i>App.</i>) - (10%)	<ul style="list-style-type: none"> - Thank you after events and campaigns - Supporter spotlights - Volunteer, member, funder, and donor recognition
Watershed Science and Protection (<i>WSP</i>) - (10%)	<ul style="list-style-type: none"> - Watershed science, not specifically related to the Gallatin - Watershed protection tips
Just for Fun (<i>Fun</i>) - (5%)	<ul style="list-style-type: none"> - Inspirational quotes - Awesome images - Science-y tidbits

Section III. Tactical Plan

Platform	Frequency	Key Messages	Audience(s)
Online Communication			
Website and Blog	<ul style="list-style-type: none"> - Update theme and plugins regularly - Update content as necessary (see Wish List) - Update calendar feed monthly - Publish multiple blog articles per month - Update monitoring spreadsheet quarterly 	Gal., Org., Calls, App., and WSP	- All
Social Media	<ul style="list-style-type: none"> - Multiple updates each week - Periodic promoted posts for excellent resources, important messages, campaigns, or events - FB events as needed 	All	- All
Email Marketing	<ul style="list-style-type: none"> - Mail Chimp enews monthly - Mail Chimp volunteer email monthly to bimonthly (depending on opportunities) - Periodic email appeals around key issues or campaigns (GBGV, FFF, threats to Gallatin) - Surveys as needed to solicit feedback or gauge public interest/knowledge surrounding a key issues 	Gal., Org., Calls, App., and WSP	<ul style="list-style-type: none"> - Watershed Community - Funders - Partners and Supporters - Volunteers - River Users and River Lovers
Print Communication			
Local and Regional Media	<ul style="list-style-type: none"> - PRs as necessary to local media (newspaper, television, and radio) - Distribute press packet to local and regional media 	Gall., Org., Calls, and App.	- All

Print Newsletter	- Biannual (December and June)	Gal., Org., Calls, and App.	- Funders - Partners and Supporters - Volunteers
Print Marketing			
Direct Mail Appeal	- Annual (End of Year Giving)	Calls	- Watershed Community - Funders - Partners and Supporters - River Users and River Lovers - Volunteers
Print Marketing	- Water Conservation Rack Card (Spring 2017) - Campaign Materials (timeline uncertain)	Org. and Calls	- Watershed Community - Funders - Partners and Supporters - Development and Resort Community - River Users and River Lovers
Community Calendars	- Update monthly with events (see Advertising Checklist)	Calls	- All
Posters or Flyers	- As needed for events or other calls to action (see Advertising Checklist)	Calls	- All
Reports			

Water Quality Report	- Annual (January)	Gal., and WSP	- Funders - Partners and Sponsors - Volunteers - River Users and River Lovers
Annual Report	- Annual (January)	Org., Calls, and App.	- Funders - Partners and Supporters - Volunteers - Watershed Community
Educational Materials			
Interpretive Signage	- West Fork Project Interpretive Signs - Moose Creek Recreation Area Restoration Project Interpretive Signs	Gal., and WSP	- Watershed Community - River Users and River Loves - Development and Resort Community
Educational Materials	- West Fork Project Golf Course Insert - Clean. Drain. Dry. Index Card, Ads, & Stickers	Gal., and WSP	- Watershed Community - River Users and River Lovers
Other			
Video	- Water Conservation Program Video	Gal., Org., Calls, and WSP	- Development and Resort Community - Watershed Community

2017 – 2018 Website Wish List

Wish	Point Person/ Priority	Deadline/ Status
Financials Page	Kristin and Stephanie HIGH	
Friends & Hounds of the Gallatin Page	Andrea and Classic Ink HIGH	
Project Pages <ul style="list-style-type: none"> - West Fork - Drought Resiliency - Moose Creek - Community E & O 	Emily, Kristin, and Stephanie HIGH	
Google AdWords	Stephanie HIGH	
Campaign Pages <ul style="list-style-type: none"> - Endowment - Campaign Public Page 	Andrea Medium	
Fly Fishing Festival <ul style="list-style-type: none"> - Neon portal - New Vendor Agreement 	Stephanie and Andrea Medium	
Testimonials <ul style="list-style-type: none"> - Integrate into stories on Project or Program pages 	Kristin and Stephanie Medium	
Photos <ul style="list-style-type: none"> - Improve photography on site and showcase variety of content - Identify photo content needs 	Stephanie and Rich Medium	
Aesthetically Pleasing Sampling Map	Classic Ink LOW	
Organize Resources	Staff LOW	

Section IV. Activities and Campaigns

Key Dates

Month	Volunteer	E & O/Fundraising	Conservation	Holidays
Quarter 3, 2017 Key Conservation Messages: Clean, Drain, Dry; Water Conservation (Outdoor Irrigation), Big Sky Area Watershed Planning Fundraising Campaign: FFF				
July	Streamflow Pebble Counts	Every Wed: Farmer's Market 1 st – 2 nd : FFF 11 th -13 th : HOG FFF 20 th : Camp BS 24 th -27 th : Camp Moonlight	BSSWSF Public Outreach and Engagement Drought Focus Group Meeting	4 th : Independence Day
August	Pebble Counts Water Quality Monitoring 31 st : River Cleanup	Member's Only Hike 31 st -3 rd : Camp Moonlight Every Wed: Farmer's Market 29 th : Hike and Learn 24 th : Camp BS	BSSWSF Public Outreach and Engagement Drought Focus Group Meeting	
September	Garden Maintenance Pebble Counts Restoration Projects	Fourth Grade Curriculum	BSSWSF Meeting Drought Focus Group Meeting Moose Creek Project	4 th : Labor Day 30 th : Open Lands Day
Quarter 4, 2017 Key Conservation Messages: Septic Smart, Water Conservation (Drought Planning), Big Sky Watershed Planning Fundraising Campaign: End of Year Giving				
October	Volunteer Appreciation	Fourth Grade Curriculum	BSSWSF Meeting Drought Focus Group Meeting	9 th : Columbus Day 31 st : Halloween

November		28 th : Giving Tuesday Fourth Grade Curriculum	BSSWSF Meeting	23 rd : Thanksgiving
December		End of Year Giving	BSSWSF Public Meeting	25 th : Christmas Day
Quarter 1, 2018 <i>Key Conservation Messages: Water Quality, Well and Septic Maintenance</i> <i>Fundraising Campaign: F3T</i>				
January	Winter Water Quality Event	TIC Launch?		1 st : New Year's 16 th : MLK
February				14 th : Valentine's 20 th : President's
March	Pre Runoff Water Quality Event MF Chloride	Member's Ski F3T Well & Septic Event		National Groundwater Awareness Week
Quarter 2, 2018 <i>Key Conservation Message: Trout Friendly Landscaping</i> <i>Fundraising Campaign: Give Big Gallatin Valley</i>				
April				16 th : Easter 22 nd : Earth Day
May		Farm Fair Geyser Orientation Give Big Gallatin Valley		14 th : Mother's Day 29 th : Memorial Day
June	Runoff Monitoring Event Streamflow	Every Wed: PO Every Wed: Farmer's Market Watershed Festival		3 rd : National Trails Day 18 th : Father's Day

Events

Gallatin River Fly Fishing Festival – July 1st & 2nd, 2017

- Main message: “Celebrate fly fishing and conservation on July 1st and 2nd, 2017”
- Use “Buy Tickets Here” and “Register Here” buttons throughout
- Begin promoting three months before (detailed notes on promotion in Google Sheet “Advertising Checklist” and “FFF Planning”)
- Send out FFF Save the Date email with links to buy tickets, register, etc. (mid-May)
- Radio and print ads for the month leading up to the festival
- Posters placed at key locations around Big Sky and Bozeman
- PR, social media blurbs, and e-news blurbs to local media outlets, supporters/sponsors, and clubs (YC, SP, Moonlight, BSOA, Town Center, Chamber)
- Ramp up social one month before (sponsor call outs, auction previews, event details, etc.)
- Social media thank you on July 3rd and follow up on success ASAP

Annual Upper Gallatin River Cleanup – August 2017

- Main message “Lend a hand for our River”
- Standard event advertising one-month prior (see Advertising Checklist)
- Volunteer email at the beginning of August
- Posters placed at key locations around Big Sky and Bozeman
- Elect volunteer leaders to recruit volunteers to focus on key parts of the river
- Thank you and success story the following day

Big Sky Sustainable Water Solutions Forum Public Meeting – Winter 2017

- Main message “Plan for Big Sky’s water future”
- Email invitations to Mailchimp Master List and BSSWSF Invite List
- Standard event advertising one-month prior (see Advertising Checklist)
- Small posters placed at key locations around Big Sky and Bozeman
- Personalized emails to key stakeholders
- Blurbs for stakeholders to invite their boards, members, etc.

F3T Fly Fishing Film Tour – March 2018

- Main message “Join us for the premier celebration of fly fishing film”
- Standard event advertising one-month prior (see Advertising Checklist)
- Use F3T branding and images
- Recruit a “celebrity” guest from the fly fishing community

Fundraising Campaigns

End of Year Giving – November 28th, 2017 to January 1st, 2018

- Consistent campaign branding across platforms
- Annual appeal letter and accompanying email (December 1st)
- Main message: “Give a gift to the Gallatin River this holiday season”
- Clearly list key benefits of membership and what the membership program supports
- Run introductory \$25 membership special
- Set goal of 12 new members by Jan 1st
- Ask entire community to help spread the word and help us meet our goal
- Publicly welcome new members to the community
- Encourage existing members to share why they value their membership
- Thank you on January 2nd

Give Big Gallatin Valley – May 2018

- Begin promoting one month before (see Advertising Checklist)
- Ramp up social media and direct email appeals two weeks before
- Use Bozeman Area Community Foundation branding and images
- Main message: “Give Big to the Gallatin River”
- Thank you and results immediately following the event

Educational Campaigns

Clean. Drain. Dry. – Summer 2017

- Educational programs for interested shops (Geyser, GRG, etc.)
- Summer advertising in Explore Big Sky
- Index card for shops to hand out with equipment and give to clients
- Interpretive Hike on August 29th
- Camp educational programming (Moonlight, Camp Big Sky, HOG FFF)
- Blog piece, Op Ed or EBS article, social promotion, etc.

Septic Smart – Fall 2017

- Send brochure to Gallatin Canyon addresses
- Have poster made with graphic from brochure for Farmer's Market and other outreach events

Section V. Results & Targets (Objectives in red)

Platform	4/1/2017	7/1/2017	10/1/2017	1/1/2017	4/1/2018	7/1/2018	% Increase
Social Media							
Facebook Fans	978	1,018	1,078	1,128	1,178	1,228	25%
Facebook Reach (last 7 days)	904	5,272					
Engaged Fans (last 7 days)	664	610					
Twitter Followers	167	180	201	218	235	252	50%
Retweets (last 30 days)	7	4					
Twitter Mentions (last 30 days)	2	5					
Instagram Followers	504	597	654	729	804	879	75%
Instagram Impressions (last 7 days)	940	2,210					
Instagram Reach (last 7 days)	511	517					
Instagram Profile Views (last 7 days)	16	48					
Email Marketing (Master)							
Total subscribers	1,003	1,168	1,083	1,123	1,163	1,203	20%
Average open rate	27.70%	28.1%					
Number of opens	271	328	282	287	293	298	10%
Average click-through rate	3.00%	2.8%					
Number of clicks	30	33	34	36	38	40	33%
Average unsubscribe rate	3%	2.8%					
Website Traffic							
Users (last month)	511	1,249	513	533	553	573	20%
Pages/session (last 30 days)	2.02	2.07	2.52	2.62	2.72	2.82	20%
Av. Session Duration (last 30 days)	1:51	1:49	1:50	1:60	2:10	2:20	10%

Section VI. 2016 in Review

Social Media

- **Audience:** Significant “new likes” were generated by a few key events: Yellowstone Club Spill, Give Big Gallatin Valley, Gallatin River Fly Fishing Festival, RO Drift Boat Raffle, and West Fork Restoration Project (Figure 1).

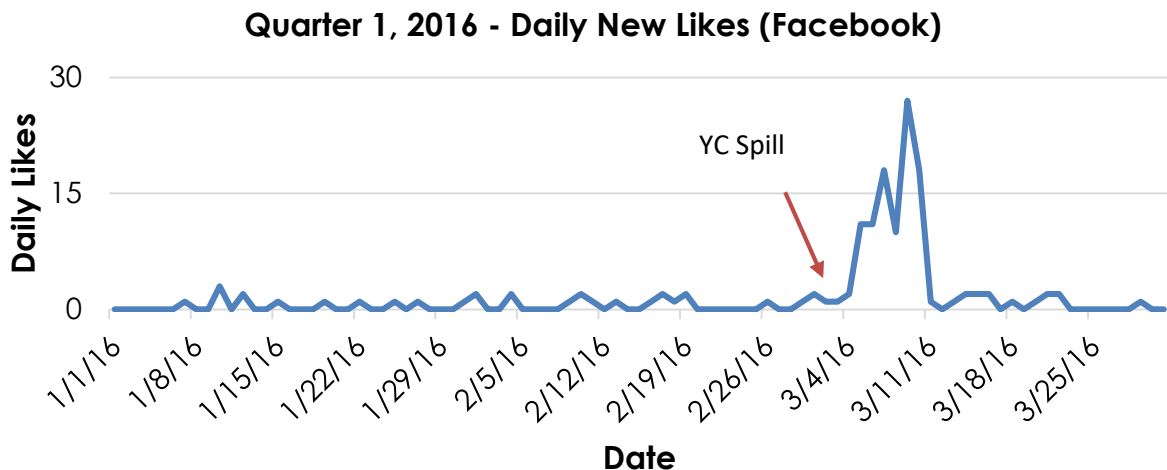


Figure 1) Daily new likes from Quarter 1, 2016 showing an exponential increase in Task Force Facebook “likes” immediately following the wastewater effluent spill at the Yellowstone Club.

- **Reach:** Relevant state, local and national news stories, fun “viral” posts, calls to action, and appreciation and recognition messages had the highest “reach”. In particular, far-reaching posts: reported threats to local water resources; incorporated fun, shareable visuals with a local spin; recognized Big Sky influencers and Task Force supporters; and incorporated “calls to action” in an engaging way. Posts that performed poorly included supporter/partner news, poorly executed calls to action, and organizational news.
- **Engagement:** Calls to action, organizational news, and state of the Gallatin posts were the most “engaging”. Engaging posts shared critical and timely information about the health of the Gallatin; incorporated fun, shareable visuals with a local spin; recognized Big Sky influencers and Task Force supporters; shared organizational success stories; reported threats to local water resources; and shared important supporter/partner news. Posts that performed poorly included poorly executed calls to action, supporter/partner news, and watershed science and protection messaging.
- **Recommendations:** Continue to leverage the Task Force mission through relevant state, local, and national news as well as shareable, fun, and viral content. Reduce the number of calls to action and focus on engaging audience by

utilizing stories or the voices of key community members. Experiment with watershed science and protection messaging to improve reach and engagement.

Website

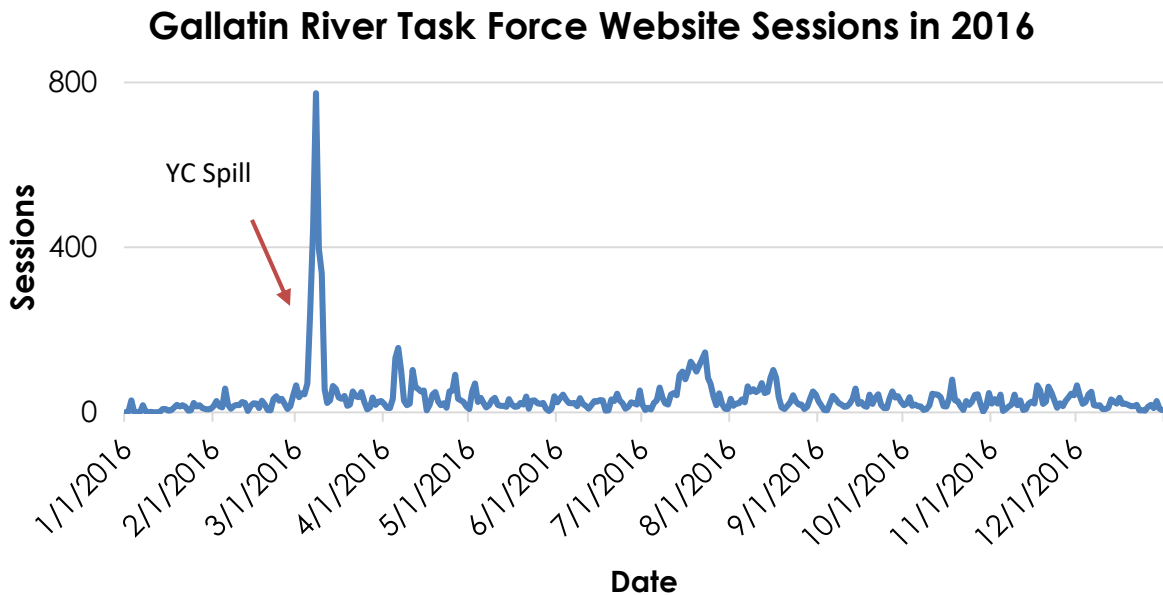


Figure 2) Gallatin River Task Force website traffic in 2016 dominated by the increase in interest following the wastewater effluent spill at the Yellowstone Club.

- **Site Visits:** In 2016, Google Analytics recorded 12,781 sessions, which was a 132% increase from 2015 traffic. On average users spent 2:03 on the Task Force website and visited 2 pages/session. A few major events drove website traffic: Yellowstone Club Spill, Give Big Gallatin Valley, Gallatin River Fly Fishing Festival, RO Drift Boat Raffle, and the Yellowstone River whitefish kill. In addition, popular social media posts and successful email marketing campaigns increased website traffic.
- **Most Popular Pages:** In 2016, the top 10 most popular pages were: 1) Home Page, 2) Yellowstone Club Spill, 3) Blog - RO Raffle, 4) Blog – Recap of the Yellowstone Club Spill, 5) Events, 6) Our Staff, 7) Blog – Cause of YC Spill Identified, 8) Big Sky Sustainable Water Solutions Forum, 9) Stream Data, and 10) Blog – Aquatic Life Affected.
- **Acquisition:** In 2016, we drove traffic to our site through a greater variety of channels. Social media was the most important channel referring 33% of users to the site (up from 2% in 2015). Organic and direct searches increased to about 55% of acquisition. Email marketing also increased from 0% to 2%.

2016 Acquisition (Google Analytics)

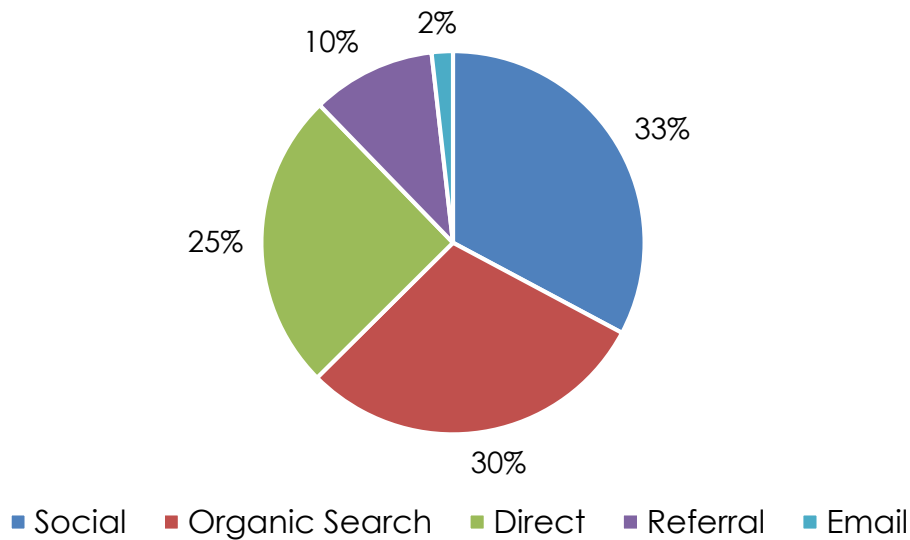


Figure 3) Acquisition shows where site users originate. Facebook was the most common referrer to the Gallatin River Task Force website.

- **Recommendations:** Focus on increasing web traffic and improving search results by utilizing free Google AdWords advertising for nonprofits. Continue to maintain and improve email marketing and social media to drive traffic to website. Request that partners link to our website to increase referrals. Keep web page dynamic and relevant through frequent updates and blog posts. Organic searches will improve as traffic increases.

Email Marketing

- **Open Rate:** The best performing subject lines reported on critical threats to the Gallatin River; used second person pronouns to involve the reader; showed appreciation; and invited the reader to attend Task Force-sponsored events. The worst performing subject lines were calls to action or factual descriptions of the emails' contents. Subject lines that did not entice the reader to open by suggesting value, performed poorly.
- **Top Subjects:** In 2016, the top 5 subject lines were: 1) "Special Edition: Yellowstone Club Spill", 2) "You're Invited to the Biggest Single Night in Fly Fishing Film!", 3) "Thank You for Voting Us Best of Big Sky", 4) "Give Your Input on Big Sky Water Resources on December 6th", and 5) "Calling All Fishy Folk for the 2016 F3T".
- **Click Through Rate:** The most popular links reported on critical threats to local rivers; used the voices of community members to share watershed science information or promote Task Force events; focused on watershed science topics,

but gave information in a fun, engaging way; discussed water and wastewater resources in Big Sky; and promoted exciting events.

- **Top Links:** In 2016, the top 10 links were: 1) PAGE - Yellowstone Club Spill, 2) BLOG – DEQ Concludes Aquatic Life Was Affected, 3) OUTSIDE LINK – Yellowstone Fish Kill Fact Sheet, 4) BLOG – Discharge from the Yellowstone Club Wastewater Storage Pond Ceases, 5) BLOG – What Are Task Force Supporters Saying About this Year's Snowpack, 6) BLOG – Wastewater Treatment and Disposal May Be the Key to Sustainable Development in Big Sky, 7) BLOG – Meet the Guides for the Hooked on the Gallatin Youth Fly Fishing Camp, 8) BLOG – How Much Water Does Snow Hold?, 9) BLOG – A Community Approach to Big Sky's Water Future, and 10) BLOG – World Premier of Providence.
- **Recommendations:** Continuing to hone subject lines will improve open rate while quality content will increase “clicks” and drive traffic to the website. Creative, interesting, and relevant content performed best. Overloading a list with repeated emails will reduce open rate.

Section VII. Supplemental Resources

Advertising Checklist – A list of local and regional print and online event calendars/feeds and local media outlets to advertise events, campaigns, and Task Force brand.

[C:\Users\rosel\Dropbox\Gallatin River Task Force\Communications & Marketing\Plans and Checklists\Advertising Checklist OR Google Sheet: "Advertising Checklist"](#)

Branding and Style Guide – A guideline to colors, fonts, and naming conventions to ensure consistent brand usage.

[C:\Users\rosel\Dropbox\Gallatin River Task Force\Communications & Marketing\Templates and Style Guides\Task Force Branding Style Guide 2017](#)

Best Practices and Other Resources – A list of resources for social media, content creation, advertising, etc. best practices for nonprofit marketing.

[C:\Users\rosel\Dropbox\Gallatin River Task Force\Communications & Marketing\Resources](#)

Media and Press Kit – Media-ready background information on the Gallatin River Task Force, as well as logos and photos.

[C:\Users\rosel\Dropbox\Gallatin River Task Force\Communications & Marketing](#)

Press Release Template – A quick and easy template for press releases.

[C:\Users\rosel\Dropbox\Gallatin River Task Force\Communications & Marketing\Templates and Style Guides\PR Template](#)

Word Press Guides – A few “how to” guides for working in WordPress.

[C:\Users\rosel\Dropbox\Gallatin River Task Force\Communications & Marketing\Wordpress Guides](#)