



Building Resiliency to Protect Our New York

OPDCI COMMUNICATION PLAN PROPOSAL

MAY 2023

ERIN JACOBS, CECILIA ROLLER,
ARABDHO MAJUMDER, YANA BICHKOVA

TABLE OF CONTENTS

Meet the Team	3
Organization & Situation Analyses	4-5
SWOT Analysis	6-7
Audience Profiles	
• New Yorkers	8-12
• Public Officials	13-15
Campaign 1 Overview	16
• Goal 1: Strategy and Tactics	17-19
Campaign 2 Overview	20
• Goal 2: Strategy and Tactics	21-22
Evaluation	23-27
Timeline	28-32
Budget	33
Appendix	34-36

Meet the Team

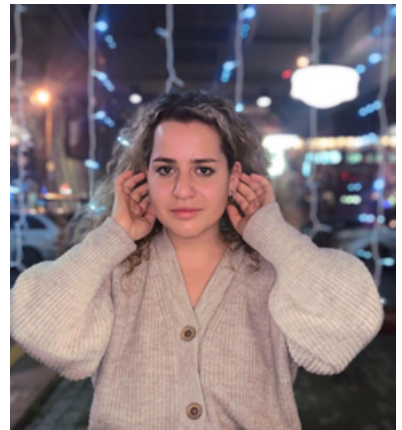
Meet the group of PR students who researched, conceptualized and planned this campaign.



Cecilia Roller



Erin Jacobs



Yana Bichkova



Arabdho Majumder



**Department
of State**

Organization Analysis

The Office of Planning, Development & Community Infrastructure of the New York State Department of State (OPDCI) is the state's organization dedicated to forming and executing a response to climate change. The New York State government executes programs and future projects that OPDCI facilitates.

These projects are aimed to improve both New York residents' lives as well as the environment. Many of OPDCI's programs are centered around meeting New York's Climate Leadership and Community Protection Act, which went into place in the summer of 2019. The goals of the act are to see major reductions in economy-wide greenhouse gas emissions and to see that disadvantaged communities receive a significant portion of aid granted due to climate change.

The brownfield programs are essential, including downtown revitalization and urban job and economic development projects. As for reducing emissions, the state is trying to put together more renewable energy sources, energy-efficient transit alternatives, shoreline management plans, coastal resilience plans and much more.

Economic development plans and geographic-based solutions will be integral to proactively working against the natural forces that will displace and further disenfranchise many New Yorkers. OPDCI will succeed by providing New York State residents with a general understanding of these programs and how climate change will affect different regions of the state. It is part of their role to motivate public officials and New York State residents to care about these issues.



Situation Analysis

OPDCI faces multiple challenges to accomplishing their central purpose:

- OPDCI lacks public awareness and attention. The Department of State's online resources often do not identify OPDCI as a key driver of initiatives. For example, it lacked credit in earned and shared media for its work on the ROC the Riverway project.
- OPDCI does not have a clear statement about what it is.
- OPDCI initiatives target specific geographic regions and demographics of people. They do not target the entire state of New York in a unified way.
- OPDCI's individual plans and initiatives do not connect. OPDCI's lack of cohesion and brand identity makes it difficult for New Yorkers to understand the projects the organization facilitates.

Programs such as NY Forward aim to incentivize the public to be civically engaged and help with the downtown development of smaller, more rural towns. This can better position New York for success in the wake of changing landscapes and more land scarcity with the growing environmental impact of climate change.

On a more global scale, climate change is a threat to amplifying poverty and disenfranchised populations due to its impacts on agriculture, resource supply and land availability.

SWOT Analysis

Strengths

Credibility

OPDCI shows competence and extensive expertise on the subject of climate change. We can use this with both New York residents and public officials to foster trust in OPDCI moving forward.

Staff

OPDCI has extremely passionate and devoted people working on staff. They are committed to reaching their goals and are happy and highly qualified to explain OPDCI's objectives to others.

Authority

The state legislature has charged OPDCI with the responsibility to prepare New York for climate change, which gives it great authority. OPDCI can demonstrate its authority to public officials because it has money it can invest in different parts of the state and the ability to design and implement programs. OPDCI also has the backing of Gov. Kathy Hochul.

Weaknesses

Likeability

People have always struggled to like governmental agencies. As a part of the government, OPDCI might face the same issue.

Charisma

OPDCI does not have a face to show to the public on its own since it is a part of the DOS. There's a lack of familiarity to New York residents that adds to OPDCI having little charisma in the state.

Engagement

OPDCI lacks consistent engagement with New Yorkers on social media and earned media channels.

Backlash

There has been backlash about how the Department of State classifies brownfields, which lends to further dislike.

SWOT Analysis

Opportunities

Government

Organizations and high-ranking members of the state government are looking for solutions and leaders in the climate change space. OPDCI is able to put in its contribution and become more recognized among government officials and New Yorkers.

Timing

Growing urgency world-wide regarding climate change makes it a great time for OPDCI to provide its services to New Yorkers, specifically those who are deeply concerned with climate change.

Trustfulness

The amount of conversations regarding climate change on social media channels are growing, but there is a noticeable lack of trusted voices. OPDCI is in position to support such conversations and bring valuable impact.

Influence

In New York State, there are a lot of influential voices discussing climate change.

Threats

Apathy

There's public apathy toward climate change. It is not viewed as an immediate threat to daily life.

Low Visibility

The OPDCI is not seen to have high status within the Department of State due to low visibility.

Scope

OPDCI covers a wide variety of issues. This makes it difficult for the public to understand fully whether or not OPDCI could effectively help them.

Audience Profile: New Yorkers

Key Public:

OPDCI has an extremely large public. OPDCI is hoping to reach, educate and turn New Yorkers into an active public fighting climate change. The citizens of New York are diverse, complex and evolving. This presents both obstacles and opportunities in communications tactics. In order to communicate with all different people, OPDCI will have to find a common thread to unite a divided state. The current public of OPDCI – 19 million New Yorkers – is largely unaware of the organization and apathetic to its work in responding to the effects of climate change.

Demographics:

Geography:

There are stark differences in the behaviors and attitudes of New York residents in rural parts of the state versus urban and metropolitan centers. These differences stratify New York State by the daily life of these residents and their perception of government projects and intervention. The Upstate versus Downstate divide will create a necessity for different messaging. Other relevant demographic data points include the proximity of New York residents to water or their location in relation to natural features. The populations that climate change will most heavily affect will be those who reside along the river valleys and on the shores. OPDCI initiatives, including the Local Waterfront Revitalization Program and the New York City Waterfront Program, will more directly affect certain populations within the greater public of the whole of New York. About 85% of New York residents live or work in coastal counties. Coastal areas employ 7.3 million people earning \$524 billion equating to \$1.3 trillion in Gross Domestic Product.

Income:

The diversity of towns, cities, counties and neighborhoods create a strong sense of community, pride and identity. The common-ground in hardships within low-income areas make these populations an important audience to curate messaging toward because OPDCI plans to give identified disadvantaged communities "40% of overall benefits of spending on clean energy and energy efficiency programs."

Low-income populations do not have disposable income or time to engage in programs that do not have an immediate effect on their daily lives. Inside the state of New York, 13.9% of people fall below the poverty line ([Census](#)).

Similarly, high-income populations do not see climate change as an issue that will affect the quality of their daily lives. The richest people across the globe have been analyzed to be some of the most influential players in abusing the planet through things like greenhouse gas emissions. A research study by Oxfam and the Stockholm Environment Institute in 2020 found that the “richest one percent of the world’s population are responsible for more than twice as much carbon pollution as ... the poorest half of humanity.” This creates a need for OPDCI to create an impactful message that shows how climate change requires a unification of the state on these issues.

Native populations and low-income communities likely do not trust government programs to be on their side or to act as a mechanism of real change. Higher-income individuals are 12% more likely to trust their government than low-income individuals ([OECD](#)). Historically disenfranchised communities carry apprehension to government intervention as in the past, it has not fully solved many social issues and inequities are still present.

Age:

Younger generations are likely more aware of climate change as an issue that they will face in their lifetime, while older populations may be more apathetic to climate change as it is likely a more long-term issue that they will not see come to light. In the United States, 71% of people between the ages of 18-29 believe that climate change is a threat to them ([Pew Research](#)). This impacts the ability of OPDCI to function successfully as older generations are more politically active and have a greater influence on legislation that impacts these projects. Age will also affect the channel of communication that will prove the most useful to OPDCI.

Education:

OPDCI’s target demographic, especially when looking for support, is more likely to be somewhat or highly educated. Educated individuals are already aware of what climate change is and its effects. But OPDCI will also have a responsibility to educate those in lower-income communities and more uneducated communities. In the state of New York, 87.4% of people over the age of 25 have a high school degree. Only 38.4% of people 25 and older have a bachelor's degree ([Census](#)).

Psychographics:

The American Dream:

New Yorkers are unified by their state identity. This shared sentiment of pride in the hustle culture of New York is embodied by all parts of the state, both rural and urban. New York is seen as the embodiment of The American Dream due to the large immigrant population and history of success.

Capitalism and Profit:

Business motivation and the importance of profit in our society make issues like climate change hard to rally large populations behind because combating climate change often requires economic sacrifices. The effects of climate change are also going to be different on the 13.9% of New Yorkers living under the poverty line than on those with higher incomes. OPDCI's work on brownfields and low-income areas makes that 13.9% a crucial public to reach out to and make aware of what the organization is doing.

Politics:

Political affiliation and identity create a strong sentiment about climate change on both sides. This is a salient topic in politics today, and political discourse around the topic creates an unwillingness to work toward change and progress. There's also an unwillingness to believe in the existence of climate change, which results in low urgency surrounding the issue.

The population of New York is divided by political ideology and the focus on New York City can foster resentment and grow conservative bases in many regions upstate. Only 27% of Republicans think climate change is a serious threat, whereas about 75% of Democrats fear climate change ([Pew Research](#)).

Among the 29% of people who lean conservative in New York, 45% believe that environmental laws hurt the economy too much. Fifty-five percent of those conservatives are also over the age of 50, so they are less likely to see the more severe effects of climate change in their lifetimes.

Among moderates and liberals in New York, an overwhelming majority believe environmental laws are worth it. The majority of those moderates and liberals are also under 50 and thus more likely to see the long-term effects of climate change.

Melting Pot:

Diverse cultures and languages populate the state of New York. This creates a shared identity of the melting pot that is New York. Inside the state of New York, 69.1% of the population is white, 17.6% of the population is Black or African American, and 19.5% of the population is Hispanic. In 30.5% of New York homes, the primary language spoken is a language other than English (Census).

Emotionally Driven:

The unification of New York State for OPDCI initiatives will lean into an emotionally-driven audience. Statistics and data are important for education and creating a sentiment of urgency and proximity to the problem, but the impact will come from an emotional campaign that resonates with New Yorkers. There is a huge emphasis on art in New York City in particular. It is said to be the art capital of the United States and was the first state to support arts (<https://www.britannica.com/place/New-York-state>). Therefore it is evident that New York City in particular will be motivated into action through visualization and storytelling instead of statistics.

Influencers:

Government:

Senators Chuck Schumer, Kirsten Gillibrand

26 District Representatives

Eric Adams, the mayor of New York City, is influential and perceived as a trustworthy spokesperson who OPDCI could look to work with. Fifty-four percent of respondents in a survey of New Yorkers stated they agreed that Adams was trustworthy and honest. Only 29% of respondents responded saying they disagreed with this characterization (Poll). Among New York Republicans, 46% said that they are optimistic about Adams being mayor for the next four years. This demonstrates that Adams has developed a fairly strong connection with Republican voters in New York.

Kathy Hochul is the governor of New York State, serving as a member of the Democratic party. Her overall approval rating is 50%, and she is highly popular among Hispanic and Black voters. A challenge with Kathy Hochul's audience is that she is commonly criticized by the Republican party. This may hurt the effectiveness of broad OPDCI messaging aiming to impact both sides of the aisle if utilizing Hochul's voice.

Community Leaders:

These influencers can reach populations through already-established trust, influence and impact. This may vary by community but often includes religious leaders, social group leadership, authority in educational institutions, local activists and community-focused organization leadership

Environmental Partnership:

Environmental Advocates NY is a nonprofit organization that was created to support healthy, vibrant communities and secure benefits within and beyond the state. It provides education, partnerships and advocacy. This organization has a strong social media presence. It has 11k followers on Instagram.

Media Habits:

Social Networks:

Due to the user profile of different social media apps, OPDCI may utilize specific platforms to target different age demographics. Two social media apps that are popular among teens and young adults are Instagram and TikTok. These are platforms best used for visual campaigns and graphics for broad reach. On TikTok, users are most engaged in the topics they care about, which can be used to OPDCI's benefit to raise awareness about climate change in New York.

There is not as much organization-to-user engagement on Facebook, however, this platform will be used more frequently by older residents and this is a key public to OPDCI's work. These residents likely have the most financial stability and flexibility due to their age.

Local News Outlets to Target Local Publics:

Local newspapers are integral for gaining regional and city-specific awareness for programs and initiatives that are taking place. Placement in media outlets such as The Syracuse Post-Standard, the Albany Times Union, the Rochester Democrat and Chronicle, Long Island Newsday, etc. will be meaningful to reach these specific publics.

Gaining online news circulation will be useful to engage New Yorkers in OPDCI's initiatives. The New York Times is one newspaper that would be great to gain earned media coverage in. The paper has a global reach while still reporting local stories. Of The New York Times readers, 28.12% are in-between 25-34 years old, 18.6% are in-between 35-44 years old and 19.67% are in-between 18-24 years old. It is ranked No. 3 in the nation for news ([SimilarWeb](#)).

Audience Profile: Public Officials

Key Public:

OPDCI needs to establish relationships with public officials across the state of New York to implement its various programs. Public officials are tasked with catering to their community members competing interests. These pressures can overshadow OPDCI initiatives in terms of perceived urgency. If OPDCI cannot overcome the lack of community interest in its programs, it will not be able to foster successful connections with public officials around the state. Political affiliations may also play a factor. OPDCI's communications with conservative-leaning public officials may be more challenging, especially if these officials are openly skeptical of climate change.

Demographics:

Geographics:

Different portions of the state face varying environmental issues. Programs sent to officials must be tailored to the specific needs of their community through messaging. Public officials are dealing with a variety of other political pressures, as mentioned in the above section. Therefore, OPDCI must be intentional with the messaging shared with public officials, ensuring it is catered to their regional challenges.

Economy:

Public officials governing lower-income communities have a wider range of issues to face than those who live in high-income communities. Public officials governing these lower-income areas may be focused on issues like the education system, food insecurity and crime rates. This is something to consider when approaching these officials. While they may see climate change as an important issue, it might not be a priority given the state their community is in. When communicating with officials in lower-income areas, OPDCI should focus on the ways in which its programs help facilitate community wide economic growth.

Psychographics:

Political Affiliation:

The public official's political affiliation will impact their communication with OPDCI. As stated earlier, conservative-leaning officials are hesitant to adopt policies to fight climate change. For example, Bruce Blakeman, mayor of Nassau County, in 2010 was unable to answer whether he believed climate change existed. Trying to work with a mayor like Bruce will be extremely difficult. The messaging used to collaborate with a mayor like Bruce will need to be adjusted to focus on community needs and benefits and avoid broader discussions on climate change.

Leadership:

Public officials enjoy serving their community and being at the forefront of change and improvement. When communicating with public officials, OPDCI should emphasize how its work is collaborative. OPDCI will listen to and work with local communities rather than taking absolute control.

Influences:

Local Businesses:

Public officials work closely with local businesses when deciding what programs and policies to adopt. Programs implemented for a community often largely impact its local businesses. By working with business leaders, public officials get a broader range of knowledge on how programs and policies impact the community's economy. OPDCI should actively search for support from local businesses in communities its programs are targeting.

Public Perception:

Community citizens hold a tremendous amount of power over public officials with their votes. If a community doesn't support the work OPDCI is facilitating, it will be difficult to gain the official's support. Additionally, if the citizens in a community are focused on other issues facing that community, the public official will be prioritizing those issues over climate change. For a public official to invest their time and work with OPDCI, the community will need to understand and feel motivated to fight climate change.

Campaign Overview 1: New Yorkers

OBJECTIVES:

GOAL 1:

Become a reliable source of information and a recognized driver of progress for New Yorkers as related to climate change and its effects on the state.

Four local media outlets mention the work OPDCI facilitates per month.

80% of registrants attend OPDCI virtual open houses per meeting.

By the end of 2023, there will be 30% more unique visitors to OPDCI's initiative page.

IMPLEMENTATION STRATEGIES:

- Share a large output of publicity through different channels using key messaging
- Seek and engage alliances with organizations invested in climate change in NY State
- Pitch and garner earned media coverage for OPDCI's work and important events
- Host special events for public participation and interaction with public officials

OVERALL MESSAGING STRATEGY:

We will focus on creating moving messages to appeal to the emotions of New Yorkers. By doing so, we hope to unify all of New York State.

New Yorkers have strong feelings of pride about their state and also have nostalgic ties to how great the state has been perceived in the past. We want to utilize that in our messaging. Our research indicated that New Yorkers are receptive to visual storytelling, not necessarily statistics.

We will lean into having an emotionally-driven audience. The majority of our messages will be designed to have an emotional appeal. We will also partner with public officials to create messages that highlight our credibility. By appealing to both pathos and emphasizing our credibility, OPDCI will successfully target residents across New York State.

GOAL 1

BECOME A RELIABLE SOURCE OF INFORMATION AND A RECOGNIZED DRIVER OF PROGRESS FOR NEW YORKERS AS RELATED TO CLIMATE CHANGE AND ITS EFFECTS ON THE STATE.

Strategy 1

Share a large output of publicity through different channels using key messaging.

TACTICS:



Hire a communications intern

- OPDCI should hire a communications intern to help create social media content, the brochure, media lists and contact lists for nonprofit organizations.
- OPDCI can leverage its existing partnership programs with universities around the state to aid in a candidate search.



Evaluate and revamp the existing webpage OPDCI has on the DOS website

- We recommend OPDCI develop a compelling voice throughout its website to invite New York residents to learn about the work it is conducting.
- The website will be tied together with the common theme of protecting “Our New York,” calling residents to action through the pathos appeal of unity.
- PDFs should be readily available to download.
- Content should be written in an easily digestible manner to account for different education and language levels of the state's diverse population.



Create a new I ♥ NY visual campaign showcasing original clips from the nostalgic I ♥ NY campaign and contrasting them with the threats of climate change on many beloved parts of the state.

- This campaign will foster a feeling of nostalgia among older residents who are familiar with the original campaign. This group is important to target because they may feel as though climate change will not influence their lives. These older generations are also a key audience because of their financial flexibility and influence.
- Messaging: “By being resilient, we can keep the beauty of New York alive. Help us protect Our New York.”
- Clear call to action to enact a feeling of duty, responsibility and urgency.

These videos could be shared on OPDCI’s webpage and social media. On top of that, the nonprofit organizations OPDCI partners with could reshare the video. Engagement with these videos will indicate the success of the messaging.

Strategy 2

Seek and engage alliances with organizations invested in tackling climate change in NY State.

TACTIC:



Facilitate a Zoom meeting with nonprofit organizations to establish relationships with active organizations combating climate change.

- These meetings will discuss the functions and past work of OPDCI and request support from organizational leaders for future events and projects.
- OPDCI will create a mutually beneficial relationship with these organizations. OPDCI may participate in these organizations' events or provide expertise and insight into the problems these organizations are working to solve.
- During these meetings, OPDCI should encourage these nonprofits to visit its webpage as a resource.

Strategy 3

Pitch and garner earned media coverage for OPDCI's work and important events.

TACTIC:



At the beginning of each month, OPDCI should pitch stories to media outlets across the state.

- These pitches should focus on OPDCI's initiatives, its virtual open houses, its in-person event and any recent indicators of success.
- Pitch to local journalists regarding specific programs or initiatives that are occurring in their communities.
- Pitch to mass media outlets to ensure a wide variety of people are connected with the work OPDCI is doing.
- At each open house, invite local reporters from the communities targeted for coverage.

Strategy 4

Host special events for public participation and interaction with public officials.

TACTIC:



Continue to host virtual open houses targeted toward specific communities engaging with OPDCI's programs.

- Promote the events on social media.
- Each virtual open house should discuss one specific initiative OPDCI focuses on. These virtual events would be a good indication of how engaged the public is with OPDCI. If other elements of the campaign are successful in targeting the public, these open houses should attract relatively large audiences.
- Keep the messaging consistent with other owned content: calling people to action to "Protect Our New York."

Campaign Overview 2: Public Officials

OBJECTIVES:

GOAL 2:

Public officials are working with OPDCI in developing their community's specific response to climate change.

In the first 6 months, there will be a 15% increase of targeted local government officials from LWRP, DRI, BOA and Smart Growth communities that have initiated communication and are assisting OPDCI in building out local plans.

10% increase in grant applications from disadvantaged communities for funding toward projects awarded to community members in the next year (LWRP, BOA Program and the Smart Growth Community Planning Program).

IMPLEMENTATION STRATEGIES:

- Leverage existing relationships with public officials in order to get more public officials behind OPDCI.
- Engage with public officials to attend virtual open-houses.
- Plan and execute a special event to engage with public officials and to gain more recognition of OPDCI within larger publics.

OVERALL MESSAGING STRATEGY:

We will appeal to public officials by creating logical and authoritative messages. There is a messaging characteristic of power due to public officials being civil servants for the state government in which OPDCI operates. A logical messaging approach will highlight how working with OPDCI is mutually beneficial, regardless of political climate.

GOAL 2

PUBLIC OFFICIALS ARE WORKING WITH OPDCI IN DEVELOPING THEIR COMMUNITY'S SPECIFIC RESPONSE TO CLIMATE CHANGE.

Strategy 1

Leverage existing relationships with public officials in order to get more public officials behind OPDCI.

TACTIC:



Create strong and concise messaging through talking points for public officials.

- These talking points would be used to inform these public officials about how OPDCI can help their community.
- Additionally, these talking points would be beneficial for public officials to reference when engaging and explaining the work OPDCI does when meeting with other public officials.
- Each message will relate specifically to the program that is most important to that public official.

Strategy 2

Engage with public officials to attend virtual open-houses.

TACTIC:



Coordinate promotion of virtual open houses to include outreach to public officials that represent those communities.

- Invitations to public officials sent through email and phone call follow-ups.

Strategy 3

Plan and execute a special event to engage with public officials and to gain more recognition of OPDCI within larger publics.

TACTIC:



Host an in-person summit partnering with contacts (nonprofit organizations, government officials, etc.) with a central theme of “Building Resiliency to Protect Our New York.”

- Create social media content to promote the event.
- To further attract an audience, OPDCI should invite high-profile public figures such as Gov. Kathy Hochul and Deputy Secretary of State Kisha Santiago-Martinez to encourage attendees to participate.
- Media personnel should be invited to this event to achieve earned media coverage.

Goal 1 Evaluation

OBJECTIVE 1: Four local media outlets mention the work OPDCI facilitates per month.

INDICATORS OF SUCCESS:

OPDCI primarily communicated with New Yorkers through its newsletters before the campaign was put into place. Earned media coverage was low. We hope to see an increase in OPDCI's earned media coverage by pitching stories to local media outlets at the start of each month. We will also place important public figures at events to attract more local media attention.

We anticipate that the number of earned media mentions will fluctuate based on what is occurring during that month. In the past, OPDCI has gained earned media placement when a project is completely funded or a major task is completed. By tracking the number of earned media mentions, we will be able to assess the success of our campaign.

OBJECTIVE 2: 80% of registrants attend OPDCI's virtual open houses per meeting.

OPDCI hosted a virtual open house where 21 of the 32 registrants attended before the campaign started. Our plan increases the frequency of open houses. We hope to see more attendees at each open house, but we understand there will be fluctuations based on which program the meeting focuses on. Some programs are relevant to larger communities, therefore we anticipate these open houses to be bigger. To evaluate whether our open houses are working we will measure the percentage of the registrants that actually attended the open house in comparison to those that sign up for the open houses.

OBJECTIVE 3: By the end of 2023, there will be 30% more unique visitors to OPDCI's initiative page.

INDICATORS OF SUCCESS:

We recommend OPDCI connects with the Department of State to retrieve data on the number of unique visitors to OPDCI's webpage. With this data, OPDCI can better understand how successful the campaign is at targeting public officials and the general public.

OPDCI's webpage was filled with complex overviews of its programs. We believe that by writing what OPDCI does in a more digestible way, the organization can increase the number of webpage visitors. We anticipate partnering with nonprofit organizations across the state and hyperlinks in earned media will also increase the number of visitors to the site.

Additionally, we want to embed emotion-driven messaging to the site. Specifically, the I♥NY video will be influential in driving website traffic. Since New Yorkers place a high value on emotionally driven content, we believe this campaign will encourage New Yorkers to learn more about OPDCI. When the video and the social media campaign are launched, we expect a higher level of webpage visitors.

Goal 2 Evaluation

OBJECTIVE 1: In the first 6 months, there will be a 15% increase of targeted local government officials from LWRP, DRI, BOA and Smart Growth communities that have initiated communication and are assisting OPDCI in building out local plans to combat climate change.

INDICATORS OF SUCCESS:

Our campaign increases communication between OPDCI and local government officials from LWRP, DRI, BOA and Smart Growth communities. We anticipate that this increased communication will result in an increase in the number of public officials from these communities developing plans to work with OPDCI. By hosting virtual open house meetings and inviting public officials whose communities are affected by the issue we expect public officials to become more willing to work with OPDCI.

To measure the success of our initiatives, OPDCI should track the number of government officials from LWRP, DRI, BOA and Smart Growth communities it regularly communicates with.

OBJECTIVE 2: 10% increase in grant applications from disadvantaged communities for funding toward projects awarded to community members in the next year (LWRP, BOA Program and the Smart Growth Community Planning Program).

The Community Leadership and Climate Protection Act (CLCPA) mandates that disadvantaged communities receive 35% of beneficial state spending on climate change. CLCPA's goal is for disadvantaged communities to receive 40%. Therefore, it is a legal obligation that OPDCI increases the number of grant applications from these communities. By providing talking points about OPDCI programs and hosting virtual open houses, we can accomplish this goal. To measure the success of this, OPDCI should record interest in grants as well as actual applications for grants.

Evaluation Comparative Measures

Research

If our situational and organizational research is accurate, OPDCI will be able to execute the tactics and reach the objectives set forth. This campaign will be aligned with the missions and critical purposes of the organization.

Analysis of Publics

If we correctly identified the relevant characteristics of the general NY State public, our visual campaign will be received positively. This will be measured through an increase in social media impressions and follows, as well as achieving our objectives in public attendance of events.

Goals and Objectives

If our goals and objectives were successful, we would have increased the publics' knowledge of OPDCI and the number of public officials working with OPDCI. That will indicate that we have accomplished the social good that OPDCI is looking for.

Strategies and Tactics

If we choose the right strategies and tactics, our campaign will have engaged the general public and public officials. We have laid out our tactics so that they build on one another. As each tactic rolls out, the campaign should theoretically increase participation among both the general public and public officials. Especially after the I ♥ NY video, OPDCI should anticipate more engagement from the public and public officials. If it doesn't resonate with the public, this will be evident in the lack of shares the video receives.

Messages

Our campaign's messaging focuses on promoting a feeling of nostalgia, resilience and unity. Through our research, we decided these emotions would inspire New Yorkers to engage with OPDCI. If our messaging is successful, the number of social media shares, the number of people attending events, the number of earned media placements, the number of organizations and the number of public officials working with OPDCI will increase. The I ♥ NY video is our central piece of content. Therefore, we expect it to be reshared heavily. If it's not, then our messaging failed.

Evaluation of Social Good

At its core, OPDCI's vision to combat climate change is one of social good. The organization is attempting to pave a brighter future for the state of New York and its residents. Our campaign is an extension of that. It's a large-scale, public-education effort, which also serves as a call-to-action, of sorts, for a silent issue. By that, we mean an issue which can be easily overlooked as it doesn't immediately affect New Yorkers on a day-to-day basis.

Our attempts to penetrate certain apathetic publics is a valuable tool even for the broader group of those fighting climate change. It comes at a crucial time as the state hurtles toward impending milestones surrounding the issue set by the Climate Act passed in 2019.

Timeline

KEY:

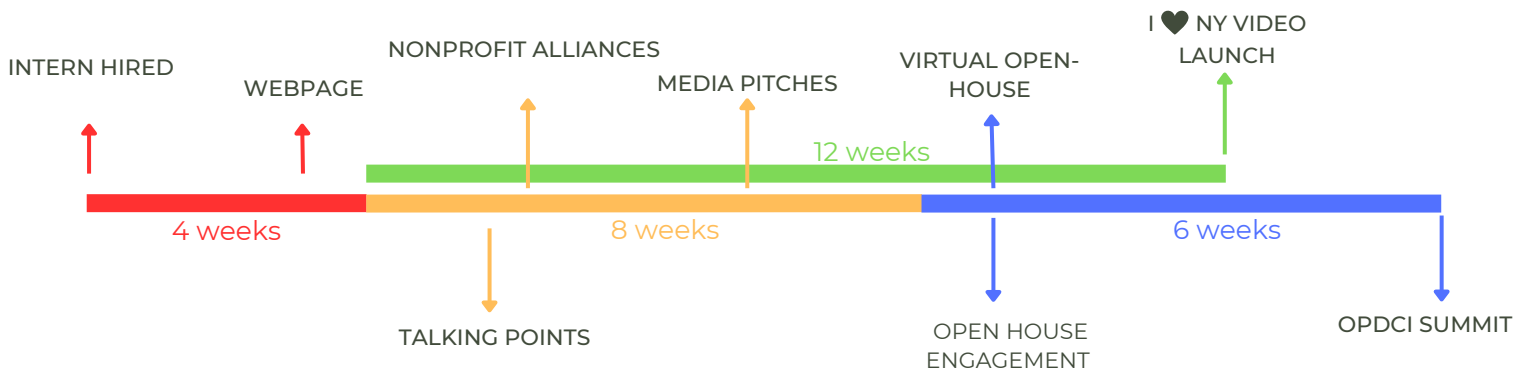
PHASE 1: CREATION

PHASE 2: OUTREACH

PHASE 3: VISUAL CAMPAIGN

PHASE 4: EVENTS

GOAL 1: TARGETING NY PUBLIC



GOAL 2: TARGETING PUBLIC OFFICIALS

PHASE 1: CREATION

MONTH 1

Start

Intern Hired

We recommend all campaign tactics are implemented after hiring a communications intern.

Week 1

Webpage Audit

- Evaluation of current webpage content and links

Week 2

Editing

- Rewording and condensing program materials and applications for community members.
- Adding more language that appeals to emotion, bringing New York together

Week 3

Review Cycle

- Back and forth to ensure messaging is effective and impactful
- Review with OPDCI and other leadership with control over webpage content

Week 4

Test

Testing and evaluating the product to the public and the results will be made changes and improvements

PHASE 2: OUTREACH

MONTH 2

Week 5&6

Send Talking Points to current local official contacts

Build a Non profit list with orgs that can be engaged with for alliances

Week 7&8

Media Pitches

Each month send pitches to media outlets

Engage with nonprofit contacts through a zoom meeting

Week 9&10

Another Round of Media Pitching

Decision on virtual open house date

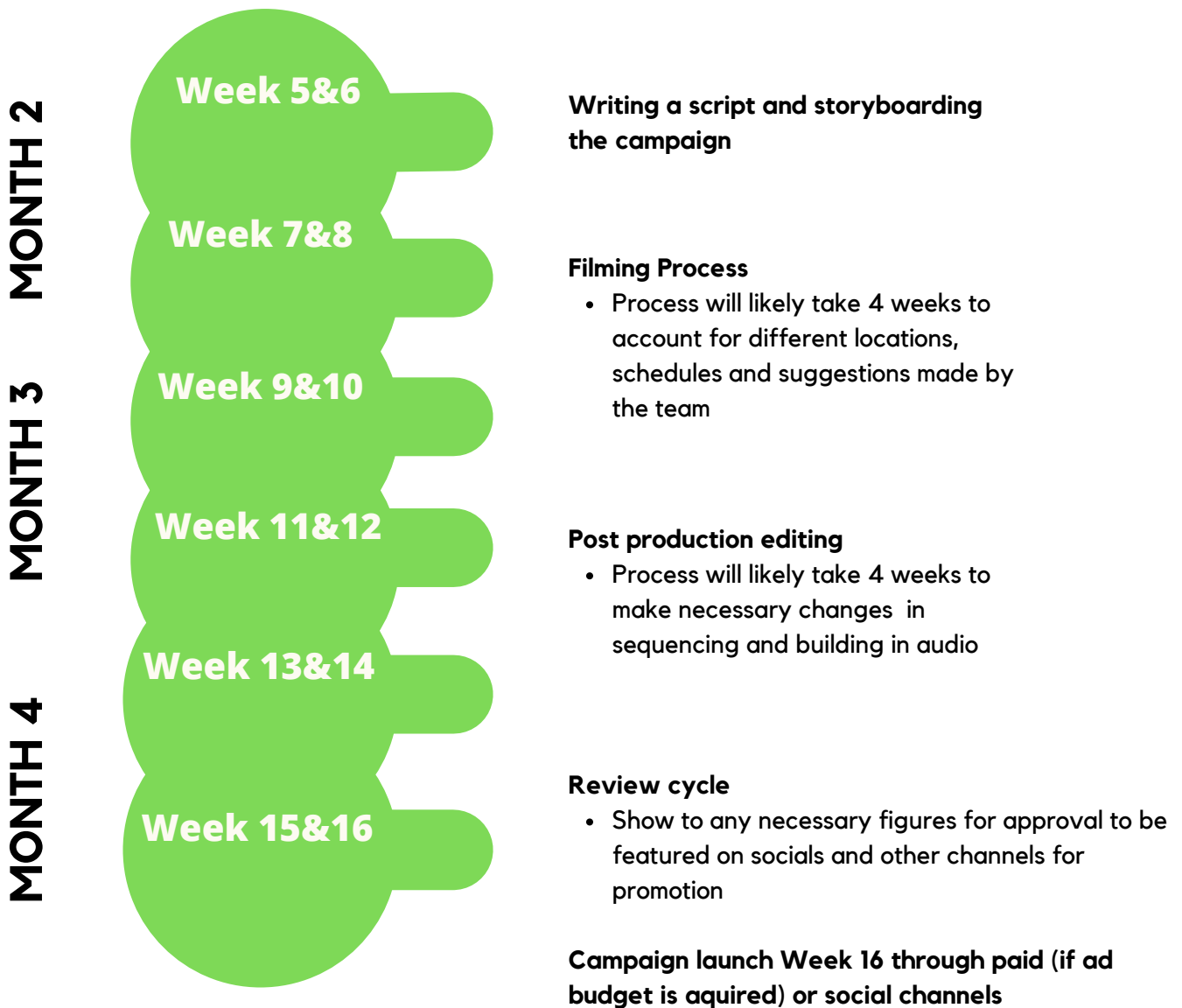
Week 11&12

Coordinating with local officials on open house attendance, delivering talking points to more officials

More nonprofit engagement to bring this audience to virtual open house

MONTH 3

PHASE 3: VISUAL CAMPAIGN



PHASE 4: EVENT

MONTH 3

Week 13 & 14

Booking a venue for OPDCI summit;

**Conducting outreach for speakers;
Virtual Open-house held Week 14;**

Week 15 & 16

**Outreach process to government officials
and organization leaders to participate in
the summit**

**Accompanying visual campaign launch,
promote OPDCI summit on DOS socials**

MONTH 4

Week 17-18

Continued outreach for attendance

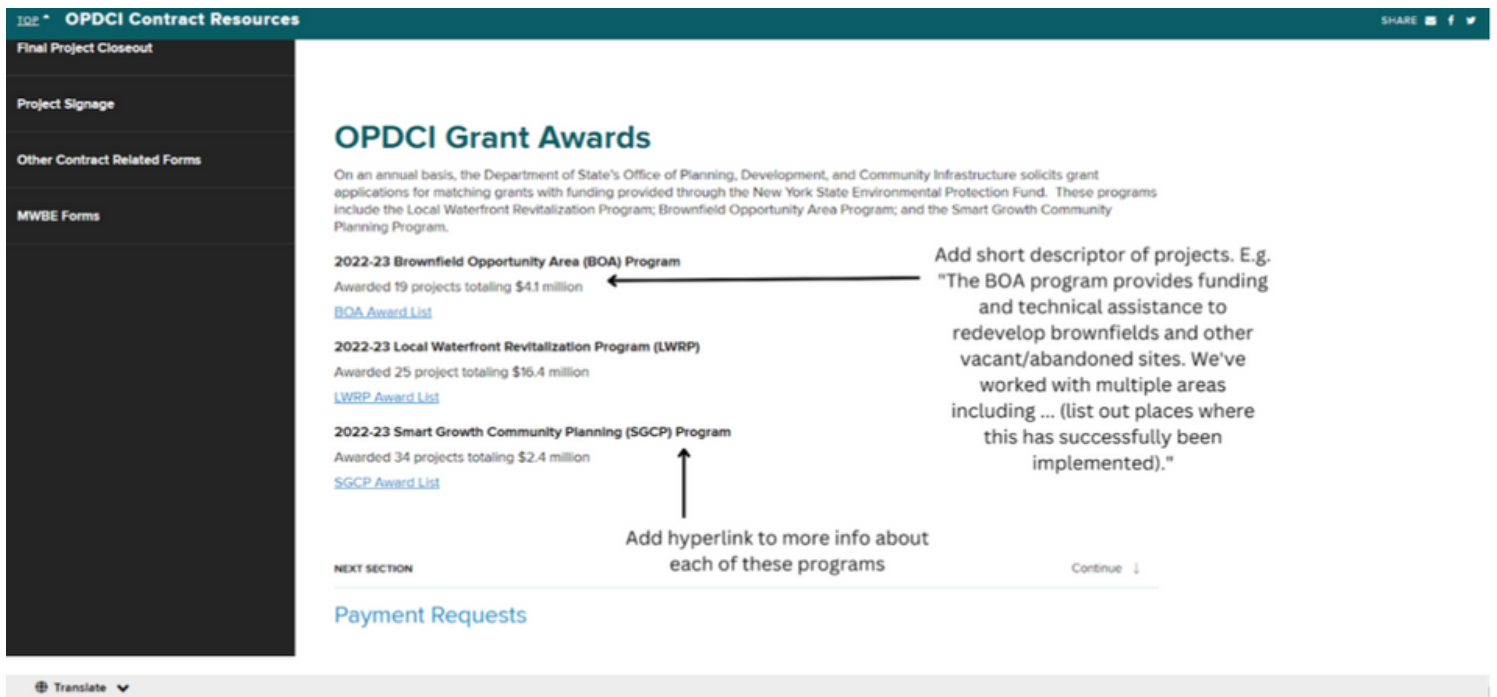
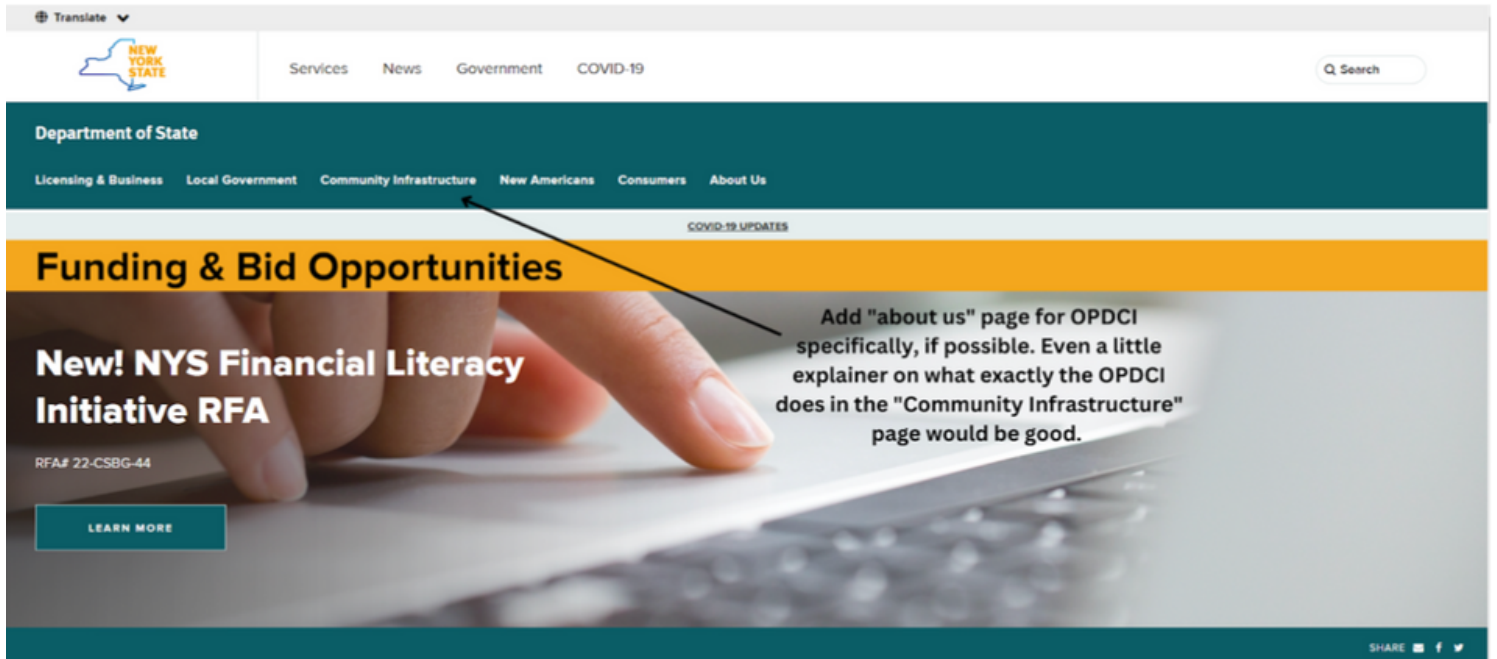
Host summit Week 18

Budget

Communications Intern	\$16 per hour
<p>OPDCI should offer to pay the intern \$16 per hour in order to entice undergraduate students in universities around the state to apply for the position.</p>	
I ♥ NY Video Editor	\$25-32 per hour
<p>A video editor is paid \$25-\$32 an hour. OPDCI should hire a video editor to create its I ♥ NY video. This video is supposed to be the catalyst of our campaign, so OPDCI needs to make sure that the video has a strong emotional connection with its viewers.</p> <p>In order to ensure the video is as strong as possible, outsourcing it to a professional video editor is a must. If OPDCI decides not to outsource the video production, it risks the video looking amateur and unprofessional, resulting in a less effective tactic.</p>	
Event	9,000-19,000
<p>OPDCI's in-person event should be held in a space like a hotel conference room. Depending on the number of attendees and the location the pricing will vary. The pricing for renting a space like this ranges from \$9,000-\$19,000.</p> <p>We understand that this is a hefty price; however, we believe OPDCI must host an in-person event as the culmination of the campaign. This is a one-time cost that we anticipate will gain OPDCI tons of earned media coverage. The in-person event will also give OPDCI personal interactions with the public officials. This will help them to develop a relationship with the public officials in a way that Zoom meetings can't.</p>	

Appendix

A. Web Revamp



Appendix



Make description more concise and easier to read for a wider NYS audience. E.g. "New York State's Downtown Revitalization Initiative (DRI) transforms downtown neighborhoods into vibrant areas offering high quality of life for local residents and acting as magnets for business and economic growth. Creating these compact, walkable downtowns with functional public transit systems are key to rebounding NYS from the effects of the pandemic and achieving the state's lofty climate goals. The Department of State works closely with Empire State Development, NYS Homes, Community Renewal and New York State Energy Research and Development Authority as well as local governments for these projects."



New York State's Downtown Revitalization Initiative (DRI) is a cornerstone of the State's economic development program. The DRI transforms downtown neighborhoods into vibrant centers that offer a high quality of life and are magnets for redevelopment, business, job creation, and economic and housing diversity. These compact, walkable downtowns are a key ingredient to helping New York State rebuild its economy from the effects of the COVID-19 pandemic, as well as to achieving the State's bold climate goals by promoting the use of public transit and reducing dependence on private vehicles.

The DRI is led by the Department of State, in close partnership with Empire State Development, NYS Homes and Community Renewal and New York State Energy Research and Development Authority.

B. Virtual Open House Flyer

NEW YORK STATE OF OPPORTUNITY | Department of State

Office **P**lanning **D**evelopment **C**ommunity **I**nfrastructure

Join the OPDCI's Virtual Open House event to fight global warming with us

When: April 15, 2023

Where: Zoom



*please RSVP via email to Alicia.Candlen@doss.ny.gov

C. OPDCI Handout to Public Officials

- This is an example catered to a public official that would have interest in the DRI program. Content subject to change depending on individual community's needs.

OPDCI

WHO WE ARE

The Office of Planning, Development, and Community Infrastructure of the New York Department of State (OPDCI) is the state's organization dedicated to forming and executing a response to climate change. Our role is to build the state's resiliency to combat the effects of climate change and the inevitable obstacles New York will face. We work with local and state officials to build programs to advance progressive land use solutions, community-based development and improved building standards and codes.

RESILIENCE PRINCIPLES

- Risk: Know it, avoid it and reduce it
- Maintain capacity to adapt
- Multiple benefits from one measure
- Let nature do the work
- Stack resiliency measures
- Share costs and benefits equitably
- Make inclusive and transparent decisions

These principles provide a framework for a consistent approach to resilience that can be broadly integrated into planning and development.

PROGRAMS

Downtown Revitalization Initiative (DRI)

What can the Downtown Revitalization Initiative do for you:

DRI transforms downtown neighborhoods into vibrant centers that offer a high quality of life and become magnets for redevelopment, business growth, job creation and economic and housing diversity. The DRI utilizes a "plan-then-act" strategy that couples strategic planning with immediate implementation.

OPDCI provides communities a consulting team to guide the community in developing a strategic investment plan that includes multiple complementary projects that together, form a whole greater than just the sum of its parts.

WHERE WE HAVE BEEN

59 communities have received a total of \$600 million in awards creating a renaissance in downtown resurgence that shows no sign of slowing.

MISSION STATEMENT

By building resiliency, OPDCI aims to keep the beauty of New York alive and protect the state's residents from the inevitable effects of climate change.

Contact Us! <https://dos.ny.gov/resilience-planning>