

# Exchange Network Communications & Marketing Plan

December 11, 2006

Environmental Information

**exchange**  
**Network**

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## EXECUTIVE SUMMARY

The *Exchange Network Communications & Marketing Plan* provides the context, framework and guidance for the implementation of all Exchange Network communications initiatives and activities. This includes key messages, communication approaches and vehicles to communicate consistent messages about the Exchange Network to target audiences and keep them informed of activities. The *Exchange Network Communications & Marketing Plan* is a source of consistent direction and guidance for developing communications products to:

- Promote effective communication about the Exchange Network to target audiences;
- Promote the vision, goals, objectives and priorities of the Exchange Network to potential Exchange Network participants and potentially helpful supporters;
- Meet the information needs of current Exchange Network participants; and,
- Attract new Exchange Network participants.

The *Exchange Network Communications & Marketing Plan* is a living document that will change over time to address the evolving information and communication needs of the Exchange Network community. The *Plan* will also change over time to promote the evolving vision, goals, objectives and priorities of the Exchange Network.

The timing of information dissemination is as important as deciding what information to deliver. To ensure messages are well-timed, the plan organizes communication approaches and vehicles in four phases: Phase I – Awareness, Phase II – Education, Phase III – Understanding, and Phase IV – Buy-in.

The central theme of a communications strategy is the *core message*. The core message of the *Exchange Network Communications & Marketing Plan* is: *the Exchange Network offers significantly improved data exchange and information sharing among participating entities by providing accurate, timely, secure and technologically sound data collection and exchange capabilities*. All key messages and communication products are derived from this core message.

Key messages are tailored to specific target audiences in order to promote enhanced understanding and buy-in of the underlying core message. The key messages are:

- The Exchange Network provides faster access and enhances data accuracy.
- The Exchange Network is easier to use, improves data accuracy, and promotes more efficient information sharing when compared to paper-based, electronic or other current or previously used methods for data exchange.
- The Exchange Network will become the standard method for data exchange among partners.
- The Exchange Network is the data submission system that *will* be the preferred method for data submissions from regulated entities.
- The Exchange Network provides a secure data sharing environment.

- The Exchange Network has a proven success record and definitive return on investment.
- The Exchange Network enables the exchange of new data types that could not be exchanged in the past.
- Exchange Network participants can collectively take advantage of technological improvements that may be prohibitively expensive to individual partners.

The Exchange Network can achieve its communication goals by targeting audiences with the information they need, when they need it, in a manner they can understand.

## 1. INTRODUCTION

Over the last 25 years, environmental analysis and reporting systems evolved from paper files to mainframe computers to desktop computers to networked computers and servers that share information. The Exchange Network is a partnership among the U.S. Environmental Protection Agency (EPA), states, tribes and territories that addresses the issues of environmental information collection, maintenance and sharing through improved technology and shared data standards and exchange formats. These standards and formats increase the efficiency, timeliness and accuracy of data exchanges.

### 1.1 Document Purpose

The *Exchange Network Communications & Marketing Plan* provides the context, framework and guidance for the implementation of all Exchange Network communications initiatives and activities. It focuses on the why, what, who, how and when of communications (see Figure 1-1). The *Plan* discusses key messages, communication approaches and vehicles to delivering consistent messages about the Exchange Network and its activities to target audiences. This plan does not contain actual communication products, which frequently are time sensitive. The Exchange Network's communication products will be available on the Exchange Network Web site.

Figure 1-1: Communications Process



### 1.2 Communication Goals and Objectives

The *Exchange Network Communications & Marketing Plan* is a source of direction and guidance for developing consistent communications products that:

- Promote effective communication about the Exchange Network to target audiences;
- Promote the vision, goals, objectives and priorities of the Exchange Network to potential Exchange Network participants and potentially helpful supporters;
- Meet the information needs of current Exchange Network participants; and,
- Attract new Exchange Network participants.

These communications goals will support the Exchange Network vision (see Section 2.1) by:

- Increasing the number and variety of partners – thereby increasing the amount and types of data available.
- Providing technical audiences with appropriate guidance to correctly exchange data through the Exchange Network – thereby improving the quality of information.
- Demonstrating the benefits of the Exchange Network to partner organization decision-makers – thereby increasing the number of participants and quantity of information available.

### **1.3 About the Document**

This document is organized into the following subject areas:

**Section 1. Introduction:** Introduces the communications effort and outlines its purpose

**Section 2. Background:** Provides an organizational overview of the Exchange Network, including its vision, governance structure, benefits and related communications efforts

**Section 3. Communication Phases:** Explains strategically phased Exchange Network communications

**Section 4. Core and Key Messages:** Defines the core and supporting key messages of the Exchange Network communications effort

**Section 5. Target Audiences:** Articulates the primary and secondary audiences targeted by the Exchange Network communications effort

**Section 6. Communication Approaches and Vehicles:** Defines approaches for delivering core and key messages with supporting communication vehicles

**Section 7. Implementation:** Illustrates the relationships between specific communication vehicles, communication phases, key messages, target audiences and delivery schedule

**Section 8. Communication Development Procedures:** Discusses developing communications products within the Exchange Network governance structure

**Section 9. Results Measurement:** Articulates methods for measuring the effectiveness of Exchange Network communications

**Section 10. Plan Maintenance:** Discusses the schedule for updating the Exchange Network communications effort

## 2. BACKGROUND

### 2.1 Exchange Network Vision

Based on the recommendation from the Network Planning Action Team, the State/EPA Information Management Work Group (IMWG) approved the following statement as the vision for the Exchange Network:

*The Exchange Network is a partnership to support better environmental decisions through improved access to, and exchange of, improved environmental information.<sup>1</sup>*

Exchange Network Partners will achieve this vision through a network of shared environmental data based on shared services, tools and infrastructure, which supports access to, collection and exchange of more and higher quality data.

### 2.2 Exchange Network Goals and Objectives

The Exchange Network vision leads to three goals: 1) improved data quality, 2) more efficient exchange of information, and 3) better access to information. These goals have seven specific objectives (relevant goal or goals identified in parenthesis):

- Increase the speed and timeliness of data exchange by allowing data exchange to occur more frequently, thereby decreasing inter-partner communication lag time (Exchange).
- Increase the efficiency of data exchange by reducing administrative burden, including reducing or eliminating manual intervention for tasks such as scheduling, resubmissions or security (Exchange).
- Improve the quality of data through additional and more efficient error checking and/or earlier detection of errors and discrepancies, as well as electronic collection (Quality).
- Improve standardization, comparability and interpretation by using common data standards and formats to provide additional definition, structure and integration opportunities (Quality).
- Increase data use and integration across institutional boundaries by leveraging common strategies for environmental Web services (Access).
- Increase the amount of data shared among partners by encouraging more flows over the Exchange Network and among more partners (Exchange, Access).
- Harness economies of scale through shared infrastructure and shared tools, to achieve reduced costs and expanded functionality (Exchange, Access and Quality).

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<sup>1</sup> As stated in the *Exchange Network Business Plan*, published on March 14, 2005.

## 2.3 Exchange Network Benefits

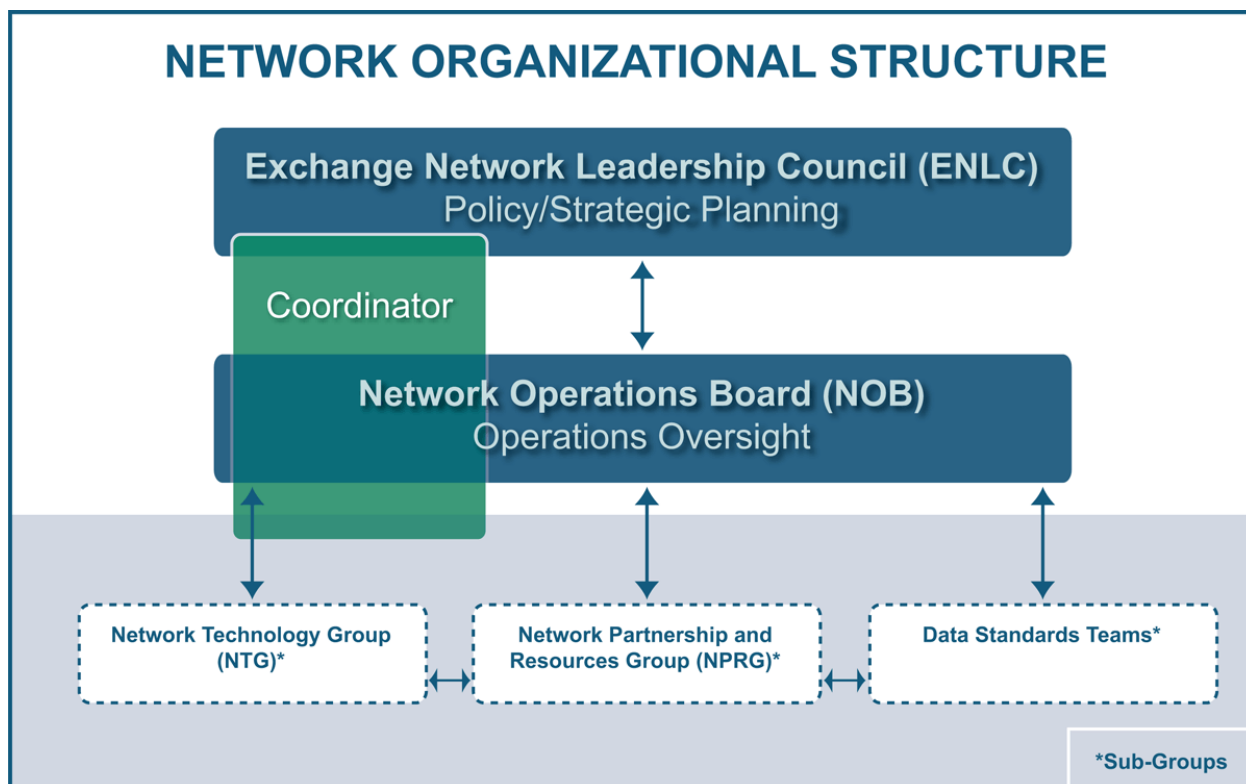
The main benefit of the Exchange Network is that it helps all partners and participants to exchange data more efficiently. Other key Exchange Network benefits include:

- Saving users' money and resources
- Providing users with more accurate and better quality information
- Reducing or eliminating the paper burden
- Enabling access to real-time data
- Facilitating more informed environmental decision-making and policy development

## 2.4 Exchange Network Governance Structure

The Exchange Network governance structure is based on representative participation from EPA, states and tribes. The Exchange Network governance structure and the hierarchical relationship of its groups are shown in Figure 2-1: *Exchange Network Governance Structure*.

Figure 2-1: Exchange Network Governance Structure



The Exchange Network governance groups include:

- Exchange Network Leadership Council (ENLC) – makes Exchange Network-wide policy and strategic planning decisions.
- Network Operations Board (NOB) – provides oversight of Exchange Network shared infrastructure and operations.
- Network Technology Group (NTG) – is responsible for day-to-day technical operations and support, and serves as the technical advisory group to the NOB.
- Network Partnership & Resources Group (NPRG) – manages the Exchange Network’s communications, outreach and education; supports the Exchange Network’s communities of interest; evaluates financial approaches; and works on special projects such as examining Exchange Network Return on Investment (ROI) and Business Drivers.
- Data Standards Teams – develops Exchange Network agreements on data representations, formats and definitions. This provides a common environmental information vocabulary for citizens, local governments, states, tribes, federal agencies and private sector businesses and organizations.

## **2.5 Exchange Network Priorities**

The ENLC identified the following priorities for the Exchange Network that will enable the Exchange Network to meet its vision, goals and objectives:

- Priority #1: Increase Exchange Network relevance and applicability to core environmental management business practices.
- Priority #2: Encourage more and new partners to join the Exchange Network.
- Priority #3: Develop and maintain shared environmental Web services.
- Priority #4: Support continued technical innovation and creativity in creating solutions with Exchange Network tools.
- Priority #5: Develop a financially sustainable network.
- Priority #6: Promote common business practices, procedures and software for electronic reporting and data collection.
- Priority #7: Develop and manage shared services and infrastructure.
- Priority #8: Develop data standards and shared formats.
- Priority #9: Leverage common exchange and access tools.
- Priority #10: Ensure security of data and shared infrastructure.

## **2.6 Related Efforts**

Several Exchange Network efforts support the development and implementation of this communications and marketing plan. Table 2-1 lists and describes these efforts:

**Table 2-1: Related Efforts**

Efforts	Description
Web Sites	Currently there are two Exchange Network Web sites providing target audiences with information: 1) <a href="http://www.exchangenetwork.net">www.exchangenetwork.net</a> , which is considered the primary source of Exchange Network information and is supported by the Environmental Council of the States (ECOS); and 2) <a href="http://www.epa.gov/exchangenetwork">www.epa.gov/exchangenetwork</a> , which communicates EPA-specific information about the Exchange Network and grants information.
Exchange Network Conferences	The two major annual conferences for Exchange Network participants are: 1) the Exchange Network Users conference, which is attended by managerial, program and technical audiences from federal, state and tribal governments, and private sector contractors; and 2) the first Exchange Network Tribal Users conference, sponsored by National Congress of American Indians (NCAI), which focuses on increasing the knowledge of tribal managerial, program and technical audiences.
<i>Success Stories</i> booklet	The <i>Success Stories</i> booklet describes how partner organizations use the Exchange Network to save money and time, and enable better environmental decision making.
<i>Business Process Analysis &amp; Return on Investment</i> Project	This includes an analysis of data flows in four states to examine the economic incentives for data flow development and Exchange Network participation.
E-mail Action Alerts	Timely e-mails that provide Exchange Network users with real-time updates about Exchange Network operations.

### 3. COMMUNICATION PHASES

The timing of information dissemination is pivotal to the success of the Exchange Network communications effort. It is critical to understand when a target audience is ready and able to receive different types of information, ranging from the simple to the complex. For this reason, it is important that all messages, communication approaches and vehicles are phased as follows.

#### Phase I – Awareness

Creating a “buzz” about the Exchange Network can make the target audiences more receptive to its merits. Phase I lays the foundation for this, using high-level messages to make the audience aware of how the Exchange Network can help them support their organization’s mission.

#### Phase II – Education

Once the target audiences have a conscious (and subconscious) awareness of the concepts of the Exchange Network, they are engaged, interested, curious and ready to receive more substantial information about Exchange Network fundamentals.

#### Phase III – Understanding

When the targeted audience gains a general understanding of the Exchange Network’s benefits, the Exchange Network can begin to: 1) introduce more sophisticated Exchange Network concepts to them; 2) reach out to influential people in their organization to advance the Exchange Network’s agenda; and 3) identify new opportunities for advancing the overall reach of the Exchange Network.

#### Phase IV – Buy-in

It is during Phase IV that the Exchange Network communications effort will reach all target audiences and will have delivered all key messages.

Table 3-1 illustrates in which communications phase the Exchange Network Priorities will be addressed.<sup>2</sup>

**Table 3-1: Priority Levels by Communication Phase<sup>3</sup>**

Communications Phase	Exchange Network Priority Addressed
Phase I – Awareness	<ul style="list-style-type: none"><li>• Priority #1: Increase Exchange Network relevance and applicability to core environmental management business practices.</li><li>• Priority #2: Encourage more and new partners to join the Exchange Network.</li></ul>

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<sup>2</sup> See Section 2.5, “Exchange Network Priorities” for a list of the priorities.

<sup>3</sup> Note that some Exchange Network Priorities are applicable to more than one Communication Phase.

Communications Phase	Exchange Network Priority Addressed
Phase II – Education	<ul style="list-style-type: none"> <li>• Priority #1: Increase Exchange Network relevance and applicability to core environmental management business practices.</li> <li>• Priority #2: Encourage more and new partners to join the Exchange Network.</li> <li>• Priority #3: Develop and maintain shared environmental Web services.</li> <li>• Priority #4: Support continued technical innovation and creativity in creating solutions with Exchange Network tools.</li> </ul>
Phase III – Understanding	<ul style="list-style-type: none"> <li>• Priority #1: Increase Exchange Network relevance and applicability to core environmental management business practices.</li> <li>• Priority #2: Encourage more and new partners to join the Exchange Network.</li> <li>• Priority #5: Develop a financially sustainable network.</li> <li>• Priority #6: Promote common business practices, procedures and software for electronic reporting and data collection.</li> <li>• Priority #8: Develop data standards and shared formats.</li> <li>• Priority #9: Leverage common exchange and access tools.</li> <li>• Priority #10: Ensure security of data and shared infrastructure.</li> </ul>
Phase IV – Buy-in	<ul style="list-style-type: none"> <li>• Priority #1: Increase Exchange Network relevance and applicability to core environmental management business practices.</li> <li>• Priority #2: Encourage more and new partners to join the Exchange Network.</li> <li>• Priority #3: Develop and maintain shared environmental Web services.</li> <li>• Priority #4: Support continued technical innovation and creativity in creating solutions with Exchange Network tools.</li> <li>• Priority #5: Develop a financially sustainable network.</li> <li>• Priority #6: Promote common business practices, procedures and software for electronic reporting and data collection.</li> <li>• Priority #7: Develop and manage shared services and infrastructure.</li> <li>• Priority #8: Develop data standards and shared formats.</li> <li>• Priority #9: Leverage common exchange and access tools.</li> <li>• Priority #10: Ensure security of data and shared infrastructure.</li> </ul>

## 4. CORE AND KEY MESSAGES

Simple, clear and consistent messaging is vital to the success of any communications strategy regardless of the scope of the communications effort or the complexity of the information. A communications strategy must first define what message to deliver, and then deliver that message consistently. This will have a lasting and resonating effect on target audiences and will help ensure the effectiveness of Exchange Network communications products. The core and key messages are the basis for all content communicated to the target audiences.

### 4.1 Core Message

The central theme of a communications strategy is the *core message*. The core message of the *Exchange Network Communications & Marketing Plan* is: *the Exchange Network offers significantly improved data exchange and information sharing among participating entities by providing accurate, timely, secure and technologically sound data collection and exchange capabilities.*

### 4.2 Key Messages

All key messages and communication products are derived from and support the core message. Key messages are tailored to specific target audiences in order to promote enhanced understanding and buy-in of the underlying core message. The key messages of the *Exchange Network Communications & Marketing Plan* are:

- The Exchange Network provides faster access and enhances data accuracy.
- The Exchange Network is easier to use, improves data accuracy, and promotes more efficient information sharing when compared to paper-based, electronic or other current or previously used methods for data exchange.
- The Exchange Network will become the standard method for data exchange among partners.
- The Exchange Network is the data submission system that *will* be the preferred method for data submissions from regulated entities.
- The Exchange Network provides a secure data sharing environment.
- The Exchange Network has a proven success record and definitive return on investment.
- The Exchange Network enables the exchange of new data types that could not be exchanged in the past.
- Exchange Network participants can collectively take advantage of technological improvements that may be prohibitively expensive to individual partners.

Not every key message is intended for every target audience. Rather, these messages are tailored to each type of audience (see Section 7, "Implementation").

Table 4-1 contains the key messages of the Exchange Network and identifies the phase of communications when each will be most effective. Some key messages are appropriate for more than one phase.

**Table 4-1: Key Messages by Communications Phase and Priority Level**

Communications Phase	Exchange Network Priority Addressed	Key Messages
Phase I – Awareness	<ul style="list-style-type: none"> <li>• Priority #1: Increase Exchange Network relevance and applicability to core environmental management business practices.</li> <li>• Priority #2: Encourage more and new partners to join the Exchange Network.</li> </ul>	<ul style="list-style-type: none"> <li>• The Exchange Network provides faster access and enhances accuracy.</li> <li>• The Exchange Network provides a secure data sharing environment.</li> <li>• The Exchange Network has a proven success record and definitive return on investment.</li> <li>• The Exchange Network enables the exchange of new data types that could not be exchanged in the past.</li> </ul>
Phase II – Education	<ul style="list-style-type: none"> <li>• Priority #1: Increase Exchange Network relevance and applicability to core environmental management business practices.</li> <li>• Priority #2: Encourage more and new partners to join the Exchange Network.</li> <li>• Priority #3: Develop and maintain shared environmental Web services.</li> <li>• Priority #4: Support continued technical innovation and creativity in creating solutions with Exchange Network tools.</li> </ul>	<ul style="list-style-type: none"> <li>• The Exchange Network provides faster access and enhances accuracy.</li> <li>• The Exchange Network is easier to use, improves data accuracy, and promotes more efficient information sharing when compared to paper-based, electronic or other current or previously used methods for data exchange.</li> <li>• The Exchange Network will become the standard method for data exchange among partners.</li> <li>• The Exchange Network is the data submission system that <i>will</i> be the preferred method for data submissions from regulated entities.</li> <li>• The Exchange Network provides a secure data sharing environment.</li> <li>• The Exchange Network has a proven success record and definitive return on investment.</li> <li>• The Exchange Network enables the exchange of new data types that could not be exchanged in the past.</li> </ul>

Communications Phase	Exchange Network Priority Addressed	Key Messages
Phase III – Understanding	<ul style="list-style-type: none"> <li>• Priority #1: Increase Exchange Network relevance and applicability to core environmental management business practices.</li> <li>• Priority #2: Encourage more and new partners to join the Exchange Network.</li> <li>• Priority #5: Develop a financially sustainable network.</li> <li>• Priority #6: Promote common business practices, procedures and software for electronic reporting and data collection.</li> <li>• Priority #8: Develop data standards and shared formats.</li> <li>• Priority #9: Leverage common exchange and access tools.</li> <li>• Priority #10: Ensure security of data and shared infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>• The Exchange Network will become the standard method for data exchange among partners.</li> <li>• The Exchange Network is the data submission system that <i>will</i> be the preferred method for data submissions from regulated entities.</li> <li>• The Exchange Network has a proven success record and definitive return on investment.</li> <li>• The Exchange Network enables the exchange of new data types that could not be exchanged in the past.</li> <li>• Exchange Network participants can collectively take advantage of technological improvements that may be prohibitively expensive to individual partners.</li> </ul>
Phase IV – Buy-in	<ul style="list-style-type: none"> <li>• Priority #1: Increase Exchange Network relevance and applicability to core environmental management business practices.</li> <li>• Priority #2: Encourage more and new partners to join the Exchange Network.</li> <li>• Priority #3: Develop and maintain shared environmental Web services.</li> <li>• Priority #4: Support continued technical innovation and creativity in creating solutions with Exchange Network tools.</li> <li>• Priority #5: Develop a financially sustainable network.</li> <li>• Priority #6: Promote common business practices, procedures and software for electronic reporting and data collection.</li> <li>• Priority #7: Develop and manage shared services and infrastructure.</li> <li>• Priority #8: Develop data standards and shared formats.</li> <li>• Priority #9: Leverage common exchange and access tools.</li> <li>• Priority #10: Ensure security of data and shared infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>• The Exchange Network will become the standard method for data exchange among partners.</li> <li>• The Exchange Network is the data submission system that <i>will</i> be the preferred method for data submissions from regulated entities.</li> <li>• The Exchange Network has a proven success record and definitive return on investment.</li> <li>• Exchange Network participants can collectively take advantage of technological improvements that may be prohibitively expensive to individual partners.</li> </ul>

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## 5. TARGET AUDIENCES

The Exchange Network governance structure identified primary and secondary target audiences for Exchange Network communications. Because the *Exchange Network Communications & Marketing Plan* is a living document some of these target audiences will change over time. The current target audiences, with their roles, interests and information needs are listed in Table 5-1.

**Table 5-1: Target Audiences**

Audience	Sub-Audiences (as necessary)	Role or Interest in the Exchange Network	Information Needs
<b>Primary Audiences (listed alphabetically)</b>			
<b>Environmental Protection Agency</b>	American Indian Environmental Office (AIEO)	<ul style="list-style-type: none"> <li>Coordinate outreach and government-to-government communications with tribes and tribal organizations.</li> </ul>	<ul style="list-style-type: none"> <li>Additional education and outreach about the Exchange Network.</li> <li>Specific benefits of using the Exchange Network.</li> <li>Measurable ROI.</li> <li>High-level description of what the Exchange Network is, in non-technical terms.</li> <li>Technical terminology conveyed in simple terms.</li> </ul>
	Program Office Information Technology (IT) Staff	<ul style="list-style-type: none"> <li>Support IT infrastructure for participating data flows.</li> <li>Manage IT contractors who support data flows.</li> </ul>	<ul style="list-style-type: none"> <li>Well organized repository of technical documentation.</li> <li>Contact information for other EPA IT staff who are experts in working with the Central Data Exchange (CDX).</li> <li>List of IT contractors experienced in data exchange, flow development, and operations.</li> <li>Regular updates about Network operations.</li> <li>Assurance of data security.</li> <li>Information on CDX, new technologies and partner node development.</li> </ul>
	Environmental Program Staff	<ul style="list-style-type: none"> <li>Collect environmental data from states, tribes and other entities.</li> <li>Want to improve access to and quality of submitted data, while reducing costs associated with collecting and analyzing data.</li> </ul>	<ul style="list-style-type: none"> <li>Understandable explanations of Network technology and operations.</li> <li>Assurance of data security.</li> <li>Specifics on how the Exchange Network will improve their data collection and exchange.</li> <li>Information on data publishing and data integration.</li> </ul>

Audience	Sub-Audiences (as necessary)	Role or Interest in the Exchange Network	Information Needs
	Program Office Senior Management	<ul style="list-style-type: none"> <li>• Need to understand value-added, ROI and other program, budget and business benefits of the Exchange Network.</li> <li>• Use Exchange Network technical and business processes across the organization to improve efficiency.</li> </ul>	<ul style="list-style-type: none"> <li>• Additional education and outreach about the Exchange Network.</li> <li>• Specific benefits of using the Exchange Network.</li> <li>• Measurable ROI.</li> <li>• High-level description of what the Exchange Network is and how it works, in non-technical terms.</li> </ul>
	Regional Management and Program Staff	<ul style="list-style-type: none"> <li>• Work closely with states, tribes and territories in their region.</li> <li>• Frequently are the main sources of EPA-related information for entities, including regulated facilities in their region.</li> <li>• Manage programs, performance partnership agreements and grants.</li> </ul>	<ul style="list-style-type: none"> <li>• Additional education and outreach about the Exchange Network.</li> <li>• Exchange Network grants guidance information and other materials to promote the Exchange Network to states, territories and tribes within their region.</li> <li>• Technical terminology to be conveyed in simple terms.</li> <li>• Awareness of where communication products are stored.</li> <li>• Status of partner deployment and network needs.</li> <li>• High-level description of what the Exchange Network is and how it works, in non-technical terms.</li> </ul>
<b>Exchange Network Governance Structure</b>	NA	<ul style="list-style-type: none"> <li>• Develop and implement the strategic direction for the Exchange Network.</li> <li>• Ensure that all aspects of the Exchange Network function, from network operations to outreach and communications.</li> </ul>	<ul style="list-style-type: none"> <li>• Awareness of standard approach to communications and outreach.</li> <li>• Measurable ROI.</li> </ul>
<b>Non-Governmental Organizations</b>	Co-Regulators (including ECOS and NCAI) <sup>4</sup>	<ul style="list-style-type: none"> <li>• Promote the Exchange Network to member organizations.</li> <li>• Influence decisions made about the Exchange Network.</li> </ul>	<ul style="list-style-type: none"> <li>• Exchange Network promotional and benefits information.</li> <li>• Measurable ROI.</li> </ul>
	Citizen and Action Groups <sup>5</sup>	<ul style="list-style-type: none"> <li>• Understand how federal agencies are working with other agencies to improve the quality of environmental information.</li> </ul>	<ul style="list-style-type: none"> <li>• Access to better quality environmental information.</li> <li>• General information about the Exchange Network.</li> </ul>

<sup>4</sup> Certain non-profit organizations such as the Environmental Council of States (ECOS) and National Congress of American Indians (NCAI) are considered co-regulators for the purpose of providing grants and administrative support for the Exchange Network.

<sup>5</sup> Specific organizations will be listed as needed.

Audience	Sub-Audiences (as necessary)	Role or Interest in the Exchange Network	Information Needs
Other Federal Agencies	IT Staff	<ul style="list-style-type: none"> <li>Support IT infrastructure for participating data flows.</li> <li>Manage IT contractors who support data flows.</li> <li>Use as a data source or IT infrastructure for their own data flows.</li> </ul>	<ul style="list-style-type: none"> <li>Well organized repository of technical documentation about developing and operating a Network Node.</li> <li>Contact information for IT personnel who are “experts” in developing and operating Network Nodes.</li> <li>List of IT contractors experienced in Network Node development and operations.</li> <li>Regular updates about Network operations.</li> <li>Assurance of data security.</li> <li>Measurable ROI.</li> </ul>
	Management	<ul style="list-style-type: none"> <li>Need to understand value-added, ROI and other program, budget and business benefits of the Exchange Network.</li> <li>Use Exchange Network technical and business processes across the organization to improve efficiency.</li> </ul>	<ul style="list-style-type: none"> <li>Additional education and outreach about the Exchange Network.</li> <li>Specific benefits of using the Exchange Network.</li> <li>Measurable ROI.</li> <li>High-level description of what the Exchange Network is, in non-technical terms.</li> <li>Exchange Network as the preferred method for data exchanges.</li> </ul>
	Program Staff	<ul style="list-style-type: none"> <li>Collect data from states, tribes and other entities that may be useful for environmental analysis.</li> <li>Want to improve access to and quality of submitted data, while reducing costs associated with collecting and analyzing data.</li> </ul>	<ul style="list-style-type: none"> <li>Understandable explanations of Network technology and operations.</li> <li>Assurance of data security.</li> <li>Specific benefits of how the Exchange Network will improve their data collection and exchange.</li> </ul>
States	IT Staff	<ul style="list-style-type: none"> <li>Support IT infrastructure for participating data flows.</li> <li>Manage IT contractors who support data flows.</li> </ul>	<ul style="list-style-type: none"> <li>Well organized repository of technical documentation about developing and operating a Network Node.</li> <li>Contact information for EPA IT personnel who are “experts” in developing and operating Network Nodes.</li> <li>List of IT contractors experienced in Network Node development and operations.</li> <li>Regular updates about Network operations.</li> <li>Assurance of data security.</li> <li>Exchange Network Grant guidance.</li> <li>Measurable ROI.</li> <li>Information about data flow development.</li> </ul>

Audience	Sub-Audiences (as necessary)	Role or Interest in the Exchange Network	Information Needs
	Management	<ul style="list-style-type: none"> <li>• Need to understand value-added, ROI and other program, budget and business benefits of the Exchange Network.</li> <li>• Leverage technical and business processes across the organization to improve efficiency.</li> </ul>	<ul style="list-style-type: none"> <li>• Additional education and outreach about the Exchange Network.</li> <li>• Specific benefits of using the Exchange Network.</li> <li>• Measurable ROI.</li> <li>• High-level description of what the Exchange Network is, in non-technical terms.</li> </ul>
	Program Staff	<ul style="list-style-type: none"> <li>• Collect environmental data and provide to EPA and other agencies.</li> <li>• Improve exchange processes and quality of submitted data, while reducing costs.</li> </ul>	<ul style="list-style-type: none"> <li>• Technical terminology conveyed in simple terms.</li> <li>• Assurance of data security.</li> <li>• How the Exchange Network will improve their data collection and exchange capabilities.</li> <li>• Exchange Network Grant guidance.</li> <li>• Measurable ROI.</li> <li>• Exchange Network as the preferred method for data exchanges.</li> </ul>
<b>Territories</b>	IT Staff	<ul style="list-style-type: none"> <li>• Support IT infrastructure for participating data flows.</li> <li>• Manage IT contractors who support data flows.</li> </ul>	<ul style="list-style-type: none"> <li>• Well organized repository of technical documentation about developing and operating a Network Node.</li> <li>• Contact information for EPA IT personnel who are “experts” in developing and operating Network Nodes.</li> <li>• List of IT contractors experienced in Network Node development and operations.</li> <li>• Regular updates about Network operations.</li> <li>• Assurance of data security.</li> <li>• Exchange Network Grant guidance.</li> <li>• Measurable ROI.</li> <li>• Information about data flow development.</li> </ul>
	Management	<ul style="list-style-type: none"> <li>• Need to understand value-added, ROI and other program, budget and business benefits of the Exchange Network.</li> <li>• Leverage technical and business processes across the organization to improve efficiency.</li> </ul>	<ul style="list-style-type: none"> <li>• Additional education and outreach about the Exchange Network.</li> <li>• Specific benefits of using the Exchange Network.</li> <li>• Measurable ROI.</li> <li>• High-level description of what the Exchange Network is, in non-technical terms.</li> </ul>

Audience	Sub-Audiences (as necessary)	Role or Interest in the Exchange Network	Information Needs
	Program Staff	<ul style="list-style-type: none"> <li>• Collect environmental data and provide to EPA and other agencies.</li> <li>• Improve exchange processes and quality of submitted data, while reducing costs.</li> </ul>	<ul style="list-style-type: none"> <li>• Technical terminology conveyed in simple terms.</li> <li>• Assurance of data security.</li> <li>• How the Exchange Network will improve their data collection and exchange capabilities.</li> <li>• Exchange Network Grant guidance.</li> <li>• Measurable ROI.</li> <li>• Exchange Network as the preferred method for data exchanges.</li> </ul>
<b>Tribal</b>	Government	<ul style="list-style-type: none"> <li>• Need to understand value-added, ROI and other program, budget and business benefits of the Exchange Network.</li> <li>• Leverage technical and business processes across the organization to improve efficiency.</li> <li>• Decide whether tribe will participate.</li> </ul>	<ul style="list-style-type: none"> <li>• Additional education and outreach about the Exchange Network.</li> <li>• Specific benefits of using the Exchange Network.</li> <li>• High-level description of what the Exchange Network is, in non-technical terms.</li> <li>• How the Exchange Network addresses data security.</li> <li>• How to apply for grants.</li> <li>• Measurable ROI.</li> <li>• Initial communications asking for participation from EPA Administrator or Chief Information Officer (CIO), as tribes are sovereign nations and have specific protocol requirements.</li> </ul>
	IT Staff	<ul style="list-style-type: none"> <li>• Support IT infrastructure for participating data flows.</li> <li>• Manage IT contractors who support data flows.</li> </ul>	<ul style="list-style-type: none"> <li>• Well organized repository of technical documentation about developing and operating a Network Node.</li> <li>• Contact information for IT personnel who are “experts” in developing and operating Network Nodes and data flows.</li> <li>• List of IT contractors experienced in Network Node development and operations.</li> <li>• Regular updates about Network operations.</li> <li>• Assurance of data security.</li> <li>• Exchange Network as the preferred method for data exchanges.</li> </ul>

Audience	Sub-Audiences (as necessary)	Role or Interest in the Exchange Network	Information Needs
	Multi-Tribal Organizations	<ul style="list-style-type: none"> <li>Facilitate outreach and government-to-government communication efforts with member tribes.</li> </ul>	<ul style="list-style-type: none"> <li>Additional education and outreach about the Exchange Network.</li> <li>Specific benefits of using the Exchange Network</li> <li>High-level description of what the Exchange Network is, in non-technical terms.</li> <li>Technical terminology conveyed in simple terms.</li> <li>Assurance of data security.</li> <li>Exchange Network Grant guidance.</li> </ul>
	Program Staff	<ul style="list-style-type: none"> <li>Collect environmental data and provide to EPA and other agencies.</li> <li>Want to improve exchange processes and quality of submitted data, while reducing costs.</li> </ul>	<ul style="list-style-type: none"> <li>Technical terminology conveyed in simple terms.</li> <li>Assurance of data security.</li> <li>Specific benefits of how the Exchange Network will improve their data collection and exchange.</li> <li>Exchange Network Grant guidance.</li> <li>Measurable ROI.</li> <li>Exchange Network as the preferred method for data exchanges.</li> </ul>
<b>Secondary Audiences (listed alphabetically)</b>			
<b>International Community</b>	European Union North American Governments (Canadian, Mexican, Caribbean and Central American)	<ul style="list-style-type: none"> <li>Need to understand value-added, ROI and other program, budget and business benefits of the Exchange Network.</li> <li>Leverage technical and business processes across the organization to improve efficiency.</li> <li>Decide whether government will participate.</li> </ul>	<ul style="list-style-type: none"> <li>Education and outreach about the Exchange Network.</li> <li>Specific benefits of using the Exchange Network.</li> <li>High-level description of what the Exchange Network is, in non-technical terms.</li> <li>How the Exchange Network addresses data security.</li> <li>Initial communications asking for participation from appropriate federal officials, as these are sovereign nations and have specific protocol requirements.</li> </ul>

Audience	Sub-Audiences (as necessary)	Role or Interest in the Exchange Network	Information Needs
<b>Local Governments</b>	IT Staff	<ul style="list-style-type: none"> <li>• Support IT infrastructure for participating data flows.</li> <li>• Manage IT contractors who support data flows.</li> </ul>	<ul style="list-style-type: none"> <li>• Well organized repository of technical documentation about developing and operating a Network Node.</li> <li>• Contact information for EPA IT personnel who are “experts” in developing and operating Network Nodes.</li> <li>• List of IT contractors experienced in Network Node development and operations.</li> <li>• Regular updates about Network operations.</li> <li>• Assurance of data security.</li> <li>• Exchange Network Grant guidance.</li> <li>• Measurable ROI.</li> <li>• Information about data flow development.</li> </ul>
	Management	<ul style="list-style-type: none"> <li>• Need to understand value-added, ROI and other program, budget and business benefits of the Exchange Network.</li> <li>• Leverage technical and business processes across the organization to improve efficiency.</li> </ul>	<ul style="list-style-type: none"> <li>• Additional education and outreach about the Exchange Network.</li> <li>• Specific benefits of using the Exchange Network.</li> <li>• Measurable ROI.</li> <li>• High-level description of what the Exchange Network is, in non-technical terms.</li> </ul>
	Program Staff	<ul style="list-style-type: none"> <li>• Collect environmental data and provide to EPA and other agencies.</li> <li>• Improve exchange processes and quality of submitted data, while reducing costs.</li> </ul>	<ul style="list-style-type: none"> <li>• Technical terminology conveyed in simple terms.</li> <li>• Assurance of data security.</li> <li>• How the Exchange Network will improve their data collection and exchange capabilities.</li> <li>• Exchange Network Grant guidance.</li> <li>• Measurable ROI.</li> <li>• Exchange Network as the preferred method for data exchanges.</li> </ul>

Audience	Sub-Audiences (as necessary)	Role or Interest in the Exchange Network	Information Needs
<b>Oversight Audiences</b>	Office of Management and Budget (OMB) Government Accounting Office (GAO) U.S. Congress	<ul style="list-style-type: none"> <li>Want to understand how the Exchange Network will save the federal government money and resources, as well as how the Exchange Network will improve environmental decision making.</li> <li>Want to see clear value added and ROI.</li> <li>Want to see the tangible benefits of Exchange Network in program, business and budget terms.</li> <li>Understand how the Exchange Network facilitates EPA meeting its Strategic Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Education about and demonstrations of the Exchange Network's tangible benefits.</li> <li>Tangible ROI.</li> <li>Information about how the Exchange Network is enabling more informed environmental decision making.</li> <li>Awareness of Exchange Network success stories.</li> </ul>
<b>Political Audiences</b>	Federal, state and tribal elected officials	<ul style="list-style-type: none"> <li>Make broad decisions and are influenced by many groups, including industry, environmental organizations and their electorate.</li> </ul>	<ul style="list-style-type: none"> <li>Education about and demonstration of the Exchange Network's tangible benefits.</li> <li>Measurable ROI.</li> <li>Exchange Network as the preferred method for data exchanges.</li> <li>Awareness of Exchange Network success stories.</li> </ul>
<b>Private Sector Contractors</b>	Engineering firms Information Technology firms Non-profits	<ul style="list-style-type: none"> <li>Must follow data exchange requirements and guidelines set forth by the Exchange Network when performing work for EPA, federal, state or tribal clients.</li> </ul>	<ul style="list-style-type: none"> <li>Requirements and guidelines to be clearly communicated and updated as necessary.</li> <li>Well organized repository of technical documentation about developing and operating a Network Node.</li> <li>Regular updates about Network operations.</li> </ul>
<b>Public and Media</b>	Trade Associations Foundations	<ul style="list-style-type: none"> <li>Concerned about governmental agencies serving the public good and using tax dollars wisely.</li> <li>Promote the use of the Exchange Network to organization members.</li> <li>Want to understand (at a high-level) why Exchange Network is valuable and beneficial for the nation.</li> </ul>	<ul style="list-style-type: none"> <li>Information about how the Exchange Network is enabling more informed environmental decision making.</li> <li>Understanding the tangible benefits resulting from using the Exchange Network.</li> <li>Measurable ROI.</li> <li>Exchange Network as the preferred method for data exchanges.</li> </ul>

Audience	Sub-Audiences (as necessary)	Role or Interest in the Exchange Network	Information Needs
<p><b>Regulated Community</b></p>	<p>NA</p>	<ul style="list-style-type: none"> <li>• Report data to entities that use the Exchange Network to track and analyze submitted data.</li> <li>• Report directly to the Exchange Network.</li> </ul>	<ul style="list-style-type: none"> <li>• Information about how the Exchange Network will reduce reporting costs and burden.</li> <li>• Need to know that the Exchange Network is accurately recording and transferring their data submissions.</li> <li>• Recognition for meeting reporting obligations.</li> <li>• Need to know electronic reporting will expand in the future.</li> <li>• Exchange Network as the preferred method for data exchanges.</li> </ul>

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## 6. COMMUNICATION APPROACHES AND VEHICLES

The following communication approaches are broad, high level descriptions of how the Exchange Network plans to deliver messages to target audiences. They include verbal, training, print, electronic and media outreach that can help target audiences understand and implement the Exchange Network.

Communication vehicles are tools the Exchange Network will use to deliver the messages of the communications effort. They include, but are not limited to, print and electronic material, events and promotions, briefings, and speaking engagements. A multi-faceted, layered communications campaign using a range of approaches and communications vehicles is most effective.

**Verbal (Formal)** communication approaches include person-to-person information exchanges in officially organized briefings, conferences, meetings, special events or functions.

Recommended formal verbal communications vehicles include:

- Exchange Network Users Conference
- Exchange Network Tribal Users Conference
- Office of Environmental Information (OEI) National Meeting ('Environmental Information Symposium')
- Tribal Conferences / National and Regional Tribal Operations Committee Meetings
- Regional Conferences
- Exhibition and Trade Show Participation
- Briefings:
  - Introductory / High level
  - Technical
  - Senior Official
  - Environmental Programming Staff
- Partnership Building / Coalition Building
- Recognition Programs
- Exchange Network Liaisons (to specific target audiences)
- Exchange Network Spokesperson (such as the Exchange Network Coordinator, ENLC members or NOB co-chairs)

**Verbal (Informal)** communication approaches are the information sharing opportunities that are typically impromptu. These exchanges can provide an occasion to discuss the benefits of the Exchange Network. Informal verbal communications vehicles include:

- Subject Matter Experts (Q&A)
- The 30-Second Elevator Speech

**Training** provides an opportunity to discuss the concepts and functionality of the Exchange Network. Training is a unique communications approach because the audience is 'captured.' Guided exchanges among trainees with different backgrounds and perspectives can be an effective way for them to learn about the Exchange Network. In addition, training can provide a forum for dynamic and non-structured information exchanges, such as question and answer sessions. Training communication methods are particularly effective platforms for identifying and forecasting future communication needs. Training communication vehicles include:

- Online / Virtual Training
- Exchange Network Basics 101 Course
- Intermediate and Advanced Level Technical Exchange Network Courses

**Print** approaches include marketing and outreach promotional materials, technical guidance documents, and specialized informational pieces. Print communication vehicles include:

- Exchange Network Brochures
- Exchange Network Success Stories
- Exchange Network Posters
- Exchange Network Fact Sheets
- Exchange Network Resource Packets (list of technical experts)
- Letters of Appreciation
- Partnership Recruitment Packets

**Electronic** approaches make use of electronic tools such as e-mail alerts and Web sites. Electronic communication vehicles include:

- Web site (including links to technical documentation, marketing materials, press releases, etc.)
- Action E-Alerts (e-mail alerts)
- Online Calendar (grant deadlines, meetings, events, etc.)
- Senior Management 'Dash Board' (showing Exchange Network status and progress)

**Media** approaches include targeting specific trade publications to promote the Exchange Network and issuing press releases and media advisories. Media communications vehicles include:

- Trade Publications
- Subject-Related Talk Radio (for example, NPR)
- Press Releases and Media Advisories
- Journal Articles

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## 7. IMPLEMENTATION

Table 7-1 lists each Exchange Network communication approach with its corresponding communication vehicles (discussed in Section 6, “Communication Approaches and Vehicles”). The table has the following columns for each communications vehicle: 1) its purpose 2) the phase it supports (see Section 3, “Communication Phases”); 3) the key messages it supports (see Section 4.2, “Key Messages”); 4) its target audience(s) (see Section 5, “Target Audiences”); and 5) its delivery or update frequency.

The table lists key messages by number:

1. The Exchange Network provides faster access and enhances data accuracy.
2. The Exchange Network is easier to use, improves data accuracy, and promotes more efficient information sharing when compared to paper-based, electronic or other current or previously used methods for data exchange.
3. The Exchange Network will become the standard method for data exchange among partners.
4. The Exchange Network is the data submission system that *will* be the preferred method for data submissions from regulated entities.
5. The Exchange Network provides a secure data sharing environment.
6. The Exchange Network has a proven success record and definitive return on investment.
7. The Exchange Network enables the exchange of new data types that could not be exchanged in the past.
8. Exchange Network participants can collectively take advantage of technological improvements that may be prohibitively expensive to individual partners.

The table lists Communication Phases by phase number, which corresponds to the list below:

- Phase I – Awareness
- Phase II – Education
- Phase III – Understanding
- Phase IV – Buy-in

**Table 7-1: Implementation**

Communication Vehicle <sup>6</sup>	Purpose	Communications Phase(s)	Key Messages <sup>7</sup>	Target Audience(s)	Delivery / Update Frequency	Responsible Network Group <sup>8</sup>
<b>Verbal (Formal) Communication Approach</b>						
EN Users Conference	Education, Marketing and General Outreach	Phases II, III, IV	<ul style="list-style-type: none"> <li>All key messages can be used</li> </ul>	<ul style="list-style-type: none"> <li>All Primary Audiences</li> <li>Potential for attendance by Secondary Audiences</li> </ul>	Annually	TBD
EN Tribal Users Conference <sup>9</sup>	Education, Marketing and General Outreach	Phases II, III, IV	<ul style="list-style-type: none"> <li>1, 2, 3, 5, 7 and 8</li> </ul>	<ul style="list-style-type: none"> <li>All Tribal Audiences</li> </ul>	Annually	TBD
OEI National Meeting ('Environmental Information Symposium')	Education, Marketing and General Outreach	Phases I, II	<ul style="list-style-type: none"> <li>1, 2, 3, 5, 6 and 7</li> </ul>	<ul style="list-style-type: none"> <li>EPA Program Office IT Staff</li> <li>EPA Environmental Program Staff</li> <li>EPA Regional Management and Program Office Staff</li> <li>Tribal Audiences</li> <li>State Audiences</li> <li>Territorial Audiences</li> <li>Private Sector Contractors</li> </ul>	Annually	TBD
Tribal Conferences (such as NCAI meetings, regional tribal meetings or meetings associated with other tribal consortia)	Education, Marketing and General Outreach	Phases I, II	<ul style="list-style-type: none"> <li>1, 2, 3, 5 and 7</li> </ul>	<ul style="list-style-type: none"> <li>All Tribal Audiences</li> </ul>	TBD	TBD

<sup>6</sup> Communication vehicles can include venues, settings, tools and tactics for specific communication opportunities.

<sup>7</sup> Individual approaches do not have to use all the key messages assigned to them. Rather, key messages should be selected from the assigned list that will best meet the specific needs of the target audience(s) when the approach is delivered.

<sup>8</sup> The Exchange Network governance structure will determine which group will be responsible for carrying out the approaches in Table 7-1: Implementation.

<sup>9</sup> This conference should be closely coordinated with the Exchange Network Users Conference. A separate tribal meeting will identify, facilitate and resolve tribal data exchange issues and concerns.

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Communication Vehicle <sup>6</sup>	Purpose	Communications Phase(s)	Key Messages <sup>7</sup>	Target Audience(s)	Delivery / Update Frequency	Responsible Network Group <sup>8</sup>
Regional Conferences	Education, Marketing and General Outreach	Phases I, II	<ul style="list-style-type: none"> <li>1, 2, 3, 5, 6 and 7</li> </ul>	<ul style="list-style-type: none"> <li>Regional Management and Program Staff</li> <li>EPA Regional Offices and Jurisdiction State Representatives</li> <li>State Audiences</li> <li>Territorial Audiences</li> <li>Tribal Audiences</li> </ul>	TBD	TBD
EN Exhibition/Trade Show Participation	Information, Marketing and General Outreach	Phases I, II	<ul style="list-style-type: none"> <li>1, 2, 4 and 5</li> </ul>	<ul style="list-style-type: none"> <li>Private Sector Contractors</li> <li>Trade Associations</li> <li>Regulated Community</li> </ul>	TBD	TBD
Introductory-High Level Briefings	To inform and brief necessary information for this particular subject/target audience	Phase I	<ul style="list-style-type: none"> <li>1, 5, 6 and 7</li> </ul>	<ul style="list-style-type: none"> <li>All Primary Audiences</li> <li>Oversight Audiences</li> <li>Political Audiences</li> </ul>	As needed	TBD
Technical Briefings	To inform and brief necessary information for this particular subject/target audience	Phases II, III	<ul style="list-style-type: none"> <li>1, 3, 4, 5, 7 and 8</li> </ul>	<ul style="list-style-type: none"> <li>EPA Program Office IT Staff</li> <li>Co-Regulators</li> <li>Other Federal IT Staff</li> <li>State IT Staff</li> <li>Territorial IT Staff</li> <li>Tribal IT Staff</li> <li>Private Sector Contractors</li> </ul>	As needed	TBD
Senior Official Briefings	To inform and brief necessary information for this particular subject/target audience	Phases II, III	<ul style="list-style-type: none"> <li>All key messages can be used</li> </ul>	<ul style="list-style-type: none"> <li>EPA Program Office Senior Management</li> <li>Other Federal Management</li> <li>State Management</li> <li>Tribal Government</li> <li>Territorial Management</li> <li>Oversight Audiences</li> <li>Political Audiences</li> </ul>	As needed	TBD

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Communication Vehicle <sup>6</sup>	Purpose	Communications Phase(s)	Key Messages <sup>7</sup>	Target Audience(s)	Delivery / Update Frequency	Responsible Network Group <sup>8</sup>
Environmental Program Staff Briefings	To inform and brief necessary information for this particular subject/target audience	Phase II	<ul style="list-style-type: none"> <li>1, 2, 4, 5, 6 and 7</li> </ul>	<ul style="list-style-type: none"> <li>EPA Environmental Program Staff</li> <li>State Program Staff</li> <li>Territorial Program Staff</li> <li>Tribal Program Staff</li> <li>Other Federal Program Staff</li> </ul>	As needed	TBD
Partnership/ Coalition Building	Education, Marketing and General Outreach	Phases I, II, III	<ul style="list-style-type: none"> <li>All key messages can be used</li> </ul>	<ul style="list-style-type: none"> <li>Other Federal Agencies</li> <li>NGOs</li> <li>EPA's AIEO</li> <li>Co-regulators</li> </ul>	As needed	TBD
Recognition Program	Marketing and General Outreach (EN Promotional Activity)	Phase IV	<ul style="list-style-type: none"> <li>3, 6 and 8</li> </ul>	<ul style="list-style-type: none"> <li>All Primary Audiences</li> </ul>	As appropriate	TBD
EN Liaisons	Education, Marketing and General Outreach	Phases I, II, III, IV	<ul style="list-style-type: none"> <li>All key messages can be used.</li> </ul>	<ul style="list-style-type: none"> <li>All Primary Audiences</li> </ul>	TBD	TBD
EN Spokesperson Speaking Engagements (EN governance members)	Information, Marketing and General Outreach	Phases I, II	<ul style="list-style-type: none"> <li>1, 2, 3, 4, 5, 6 and 7</li> </ul>	<ul style="list-style-type: none"> <li>All Audiences</li> </ul>	TBD	TBD
<b>Verbal (Informal) Communication Approach</b>						
Subject Matter Expert / Technical Resources	Information and Educational	Phases II, III	<ul style="list-style-type: none"> <li>3, 4, 5, 7 and 8</li> </ul>	<ul style="list-style-type: none"> <li>EPA Program Office IT Staff</li> <li>Co-Regulators</li> <li>Other Federal IT Staff</li> <li>State IT Staff</li> <li>Tribal IT Staff</li> <li>Private Sector Contractors</li> </ul>	As needed	TBD
30-Second Elevator Speech	Information, Marketing and Outreach	Phases I, II	<ul style="list-style-type: none"> <li>1, 2, 3, 4, 5, 6 and 7</li> </ul>	<ul style="list-style-type: none"> <li>All Primary and Secondary Audiences</li> </ul>	As needed	TBD

Communication Vehicle <sup>6</sup>	Purpose	Communications Phase(s)	Key Messages <sup>7</sup>	Target Audience(s)	Delivery / Update Frequency	Responsible Network Group <sup>8</sup>
<b>Training Communication Approach</b>						
Online / Virtual Training	Education and Outreach	Phase II, III	<ul style="list-style-type: none"> <li>2, 3, 5, 7 and 8</li> </ul>	<ul style="list-style-type: none"> <li>EPA Program Office IT Staff</li> <li>Co-Regulators</li> <li>Other Federal IT Staff</li> <li>State IT Staff</li> <li>Tribal IT Staff</li> <li>Private Sector Contractors</li> </ul>	As needed	TBD
EN Basics / Node 101	Education and Outreach	Phases I, II	<ul style="list-style-type: none"> <li>1, 2, 3, 4, 5 and 7</li> </ul>	<ul style="list-style-type: none"> <li>All Primary Audiences</li> <li>Private Sector Contractors</li> </ul>	TBD	TBD
Intermediate and Advanced Level Technical Exchange Network Courses	Education and Outreach	Phases II, III, IV	<ul style="list-style-type: none"> <li>1, 3, 4, 5, 7 and 8</li> </ul>	<ul style="list-style-type: none"> <li>EPA Program Office IT Staff</li> <li>Co-Regulators</li> <li>Other Federal IT Staff</li> <li>State IT Staff</li> <li>Tribal IT Staff</li> <li>Private Sector Contractors</li> </ul>	TBD	TBD
<b>Print Communication Approach</b>						
EN Brochure	Information, Marketing and General Outreach	Phases I, II	<ul style="list-style-type: none"> <li>1, 2, 3, 4, 5, 6 and 7</li> </ul>	<ul style="list-style-type: none"> <li>All Audiences</li> </ul>	As needed (at least annually)	TBD
EN Success Stories	Information, Marketing and General Outreach	Phases I, II, III	<ul style="list-style-type: none"> <li>All key messages can be used</li> </ul>	<ul style="list-style-type: none"> <li>All Audiences</li> </ul>	As needed (at least annually)	TBD
EN Posters	Information, Marketing and General Outreach	Phases I, II	<ul style="list-style-type: none"> <li>1, 2, 3, 4, 5, 6 and 7</li> </ul>	<ul style="list-style-type: none"> <li>All Audiences</li> </ul>	As needed	TBD
Fact Sheets	Information, Marketing and General Outreach	Phases I, II	<ul style="list-style-type: none"> <li>1, 2, 3, 4, 5, 6 and 7</li> </ul>	<ul style="list-style-type: none"> <li>All Audiences</li> </ul>	TBD	TBD

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Communication Vehicle <sup>6</sup>	Purpose	Communications Phase(s)	Key Messages <sup>7</sup>	Target Audience(s)	Delivery / Update Frequency	Responsible Network Group <sup>8</sup>
EN Resource Packets	Information, Marketing and Outreach	Phases III, IV	<ul style="list-style-type: none"> <li>3, 4, 6, 7 and 8</li> </ul>	<ul style="list-style-type: none"> <li>All Primary Audiences</li> </ul>	Upon joining EN	TBD
Letters of Appreciation	Marketing and Networking	Phases III, IV	<ul style="list-style-type: none"> <li>3, 6 and 8</li> </ul>	<ul style="list-style-type: none"> <li>Other Federal Management</li> <li>State Management</li> <li>Territorial Management</li> <li>Tribal Government</li> <li>Co-regulators</li> </ul>	Upon becoming an EN partner	TBD
Partnership Recruitment Packets	Information, Marketing and Outreach	Phases I, II, III	<ul style="list-style-type: none"> <li>All key messages can be used</li> </ul>	<ul style="list-style-type: none"> <li>Potential EN Partners from all Primary Audiences</li> </ul>	As needed	TBD
<b>Electronic Communication Approach</b>						
Web site	Information, Education, Marketing and Outreach	Phases I, II, III, IV	<ul style="list-style-type: none"> <li>All key messages can be used</li> </ul>	<ul style="list-style-type: none"> <li>All Primary and Secondary Audiences</li> </ul>	As needed	TBD
Action E-lets	Information, Education and Outreach	Phases II, III, IV	<ul style="list-style-type: none"> <li>All key messages can be used</li> </ul>	<ul style="list-style-type: none"> <li>All Primary and Secondary Audiences who sign up to receive them</li> </ul>	As needed	TBD
Online Calendar	For all EN-related deadlines, meetings and special events	Phases II, III, IV	<ul style="list-style-type: none"> <li>3, 5, 7 and 8</li> </ul>	<ul style="list-style-type: none"> <li>EPA Program Office IT Staff</li> <li>Co-Regulators</li> <li>Other Federal IT Staff</li> <li>State IT Staff</li> <li>Tribal IT Staff</li> <li>Private Sector Contractors</li> </ul>	TBD	TBD
Senior Manager 'Dash Board'	Education, Marketing and Demonstrating Results of EN	Phases I, II	<ul style="list-style-type: none"> <li>2, 3, 4, 6 and 7</li> </ul>	<ul style="list-style-type: none"> <li>All Primary Management Audiences</li> <li>Oversight Audiences</li> <li>Political Audiences</li> <li>Public and Media</li> </ul>	Annually	TBD
<b>Media Communication Approach</b>						

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<b>Communication Vehicle<sup>6</sup></b>	<b>Purpose</b>	<b>Communications Phase(s)</b>	<b>Key Messages<sup>7</sup></b>	<b>Target Audience(s)</b>	<b>Delivery / Update Frequency</b>	<b>Responsible Network Group<sup>8</sup></b>
Trade Publications (IT, Environmental Management and Health)	Information, Marketing and Publicity Promotion	Phases I, II, III, IV	<ul style="list-style-type: none"> <li>All key messages can be used</li> </ul>	<ul style="list-style-type: none"> <li>Private Sector Contractors</li> <li>Trade Associations</li> <li>Media</li> </ul>	TBD	TBD
Subject-related Talk Radio (for example, NPR)	Information, Marketing and Publicity Promotion	Phases I, II, III, IV	<ul style="list-style-type: none"> <li>All key messages can be used</li> </ul>	<ul style="list-style-type: none"> <li>Public</li> <li>Political Audiences</li> <li>Oversight Audiences</li> </ul>	TBD	TBD
Press Releases and Media Advisories	Information, Marketing and Publicity Promotion	Phases I, II, III	<ul style="list-style-type: none"> <li>All key messages can be used</li> </ul>	<ul style="list-style-type: none"> <li>Public and Media</li> </ul>	TBD	TBD
Journal Articles	Information, Marketing and Publicity Promotion	Phases I, II, III, IV	<ul style="list-style-type: none"> <li>All key messages can be used</li> </ul>	<ul style="list-style-type: none"> <li>All Primary and Secondary Audiences</li> </ul>	TBD	TBD

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## **8. COMMUNICATIONS DEVELOPMENT PROCEDURES**

An organization that develops and delivers uniform and streamlined communications can reach target audiences efficiently with consistent messages. Organizations, such as the Exchange Network, with its multi-tiered governance structure, engage in many different types of communications. Sometimes these result in either duplicative communications or inconsistent messages. Confused messages resulting from this lack of planning and coordination will have a negative effect on targeted audiences.

For this reason, all levels of the Exchange Network governance structure must ensure that they coordinate their communication and marketing activities with other governance levels. All who are involved in governance should recognize that communication and marketing is integral to the Exchange Network's success and that all must be advocates in this effort. The NPRG is responsible for updating and archiving communication and marketing activities and products.

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## 9. RESULTS MEASUREMENT

Measuring the effectiveness of this communications strategy is a precursor to identifying next steps and supplemental communication activities. The Exchange Network governance structure can measure the effectiveness of this communications plan by using the following methods:

- Media content analysis
- Cyberspace analysis
- Trade show and event measurement
- Focus groups
- Market share and customer increases

The Exchange Network can use the following measurement techniques to gather empirical data for assessing the success of its communications methods:

1. Monitoring “hits” on the Exchange Network Web site periodically.
2. Using round-table discussions and focus groups to gauge whether the target audience understands and has bought-in to the Exchange Network.
3. Conducting an analysis of logged inquiries and questions received by Exchange Network governance bodies.
4. Analyzing and evaluating *why* new partners join the Exchange Network.
5. Counting baseline information and speaker requests, then measuring changes in the number of these requests annually.
6. Soliciting feedback from users via information gathering tools at Exchange Network User Conferences and the Web site.

Examining measurement results can help the Exchange Network governance structure decide if changes need to be made to this *Plan’s* communication methods or approaches. The *Plan* discusses this in Section 10, “Plan Maintenance.”

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## 10. PLAN MAINTENANCE

Six months after its official release, the NPRG will conduct an initial review of the *Plan's* methods and approaches. This will help the Exchange Network governance structure determine if the *Plan* is effective in communicating and supporting the mission, goals and objectives of the Exchange Network.

Six months after the initial review, the NPRG will assess all components of the Exchange Network communications effort based on results from measurements discussed in Section 9, "Results Measurement." The NPRG will then propose any necessary corrective actions. The NPRG will conduct this assessment annually to ensure the *Exchange Network Communications & Marketing Plan* remains effective.

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