

MARKETING PLAN
MARKETING SERVICES FOR BRAC
FAMILIES

PRESENTED BY:



The Caplan Group
results driven advertising and public relations

MARCH 3, 2010

Marketing Plan Marketing Services For BRAC Families

Executive Overview:

Since the Base Realignment and Closure Commission recommended in the fall of 2005 that Ft. Meade would be a major recipient of Base Realignment, the region has been preparing for the arrival of additional employees and residents. The area is expecting approximately 5400 Military, Department of Defense civilians and contractor employees that will work on base with up to 7,000 employees for contract support for the Department of Defense (these numbers exclude family members that will be relocating in and around the immediate Ft Meade area). Defense Information Systems Agency (DISA) is required by the 2005 BRAC Law to complete their move of some 4300 employees to Ft Meade by September 2011. The move will start in the fall of 2010 with the completion of their new headquarters.

Now that the individuals and families are starting to move to the area as a result of BRAC, The Howard County Office of Citizen Services has joined with the Department of Defense to develop innovative materials that will highlight the wide variety of Family Support services offered in Howard County, Maryland. The target audience consists of three major groups identified as: 1) active duty military & civilians relocating to the Ft. Meade base; 2) Department of Defense employees including Defense Information Systems Agency (DISA) and Defense Media Activity; the co-relocation of Defense/Military Adjudication Activities; and 3) recently relocated/current residents of Howard County, Maryland. The Caplan Group Inc., a full service advertising, marketing and public relations firm located in Howard County, Maryland for 23 years, was awarded the contract in December 2009 to develop the marketing materials.

The first phase of the project was to conduct research in order to develop a comprehensive marketing plan. The research was undertaken by Roger Caplan, principal at The Caplan Group, during the first two weeks of February, 2010. The interviews were conducted via extensive telephone interviews using questions that were crafted in conjunction with a team from the Howard County Office of Citizen Services. The interviews were performed with key stakeholders from the target audience as defined above. The interviews lasted from twenty minutes to just under one hour. The cooperation was excellent and every participant was very excited about the description of the project.

The research was illuminating. First and foremost we clearly established a preferred name for the services offered. Our research showed that over **80%** of those surveyed preferred the term ***Family Support*** over *Human Services*, *Citizen Services* and *Resident Support* to help them identify assistance for the services we are marketing. A tagline of "Howard County, A Community of Services" will be utilized to enhance identification.

Our research showed that the issues that have received the majority of attention to date for the influx of BRAC related personnel have concentrated on the basic needs for those involved in the relocation process. Transportation (DISA is currently located in Arlington, VA and many employees plan to commute); housing for the large number of relocated newcomers to the Ft. Meade area; the quality of public school systems in the region and public safety concerns were of interest to a number of families.

Our research also stated clearly that for all three groups their primary means of acquiring information for their relocation to the Ft. Meade area is online. As a result, we are developing a comprehensive micro website with an easily identifiable URL www.howardcountyfamilysupport.org that will serve as a quick reference for Family Support services (primarily related to Children Services, Older Adults, People with Disabilities and English for Speakers of Other Languages).

Research also clearly showed that information should be presented in a concise manner so we will be creating an attractive trifold brochure that can easily be utilized by the three target groups, as well as anyone in need of the offered services. In addition, we will be developing a pocket folder that can be used in a variety of ways to disseminate information. The pocket folder will highlight our newly created logo for Family Support and distinctly feature main access numbers and websites for popular contacts.

The results to our questions indicated that users are interested in clear, concise information that leads them to the answers they seek. Our materials will be designed and created to allow an individual to quickly identify their need and obtain a contact for assistance. These products will allow us to aggressively brand the campaign for the URL which is imperative to the project's overall success. Aiding us in this endeavor, we are going to produce promotional pieces: magnets and stickers with www.HowardCountyFamilySupport.org and the logo imprinted on them. In addition, bumper magnets with the logo and URL will be developed to put on HATS buses and Para-transit vehicles to further brand our identity. These branding items will be made available to key military, government, and civilian contacts that are responsible for assisting our target audience with finding services they may need. Posters that list key phone numbers and websites will also be created and placed strategically at DISA, DMA and specific Department of Defense contractor offices. In addition, the posters can be displayed in essential county buildings including public schools, libraries, Howard Community College and local businesses and organizations such as Howard County General Hospital, Columbia Association facilities, churches, and doctor offices. Our distribution will be critical for the printed and promotional materials we are developing. Our goal is to get them into the hands of the people who will utilize them as well as distribute them to those in need of Family Support services.

The micro site will be created with software (Google Analytics) that will enable us to monitor the number of visits to the site, time spent, and statistics regarding the number of visitors who requested additional information, allowing for effective evaluation.

We have been mandated by the Department of Defense to complete the project by March 31, 2010. This fast approaching deadline is doable if all parties involved adhere to the strict timelines that are outlined in the marketing plan.

I. Market Overview: (Research Phase) **see attachment*

A. Target Audience – Three Groups

- Active Duty Military & civilians relocating to Ft. Meade
- Department of Defense- Defense Information Systems Agency (DISA), Defense Media Activity, The Co-Location of Defense/Military Adjudication Activities
- Recently Relocated Residents to Howard County, Maryland

B. Size of Market

- 5400 Military, Department of Defense Civilians and contractor employees will work on the Ft Meade base.
- 3 to 7 thousand employees for contract support for the DOD activities excluding family members that will be located in and around the Ft. Meade area.
- Number of newly relocated residents to Howard County varies but Howard County Public Schools has averages listed at about 10% new students annually (see Maryland State Department of Education website under Mobility rates).

C. Market Segmentation

Department of Defense (94.5%DISA/5.5% JTF-GNO)

- 56% are between the ages of 41-60
- 35% have a Bachelors degree & 35% have obtained a Masters degree
- Majority are highly skilled IT professionals “tech savvy”
- 65% -Senior GS 13/15 24% Intermediate GS 9/12

D. Psychographics

- Majority have an awareness of what “citizen services” include
- Utilize the services when “the need arises”
- They get the vast majority of their information online
- Factors that influence a decision to utilize services varies:
 1. Military - Base support programs (Army Community Services)
 2. Defense Contractors - Companies tend to have Employee Assistance Programs

3. Recently relocated citizens: Internet, family doctor, church, schools

E. Methodology

- In depth telephone interview surveys with key personnel from the three targeted audience groups with a set defined list of specific questions.
- DISA/JTF-GNO BRAC Awareness Study conducted July 2009
- Military Family Support (survey, issue & findings)
- Howard County BRAC Task Force (survey of Department of Defense families)
- Key findings from BRAC Human Services Capacity Study (9/09)

II. Product Overview

A. Develop a strong brand logo that is easily identifiable for the three target audiences for Family Support services offered in Howard County, Maryland.

- Main identifier will be referred to as **Family Support**.
Overwhelming majority interviewed were in favor of using this terminology (80%).
- Tagline, “Howard County, A Community of Services”.
Research in favor of specific language that speaks directly to the audience.

B. Features

- Family Support services offered by:
 1. Howard County Department of Citizen Services
 2. Howard County Non Profits
 3. For Profit Businesses and Organizations
- Review and determine if current promotional and advertising materials for above human services can be utilized.
- Examine current distribution channels for materials to determine if they can be utilized.

III. SWOT (Strengths, Weaknesses, Opportunities and Threats) – Internal review supported by interview research

A. Strengths

- The numerous innovative Family Support Services offered in Howard County.
- The three groups that are targeted support the utilization of the services and are excited about the project
- The county government’s budget support for existing and new programs to meet the wide variety of Family Support services

necessary in Howard County and the volunteer and financial support from the community for non-profit organizations.

B. Weaknesses

- With so many different services available in Howard County what information should be included in the materials that are produced?
- Short timeframe to produce, promote, and distribute deliverables.

C. Opportunities

- Develop materials that are concise, clear, easily accessible and address the many Howard County Family Services available that can be utilized by the three targeted audiences.

D. Threats

- BRAC Federally funded project by the Department of Defense administered by the local Howard County government's Department of Citizen Services – are the objectives the same?
- Getting all the parties involved to work together in a timely fashion to meet the absolute March 31, 2010 deadline.
- Making certain all stake holders are appreciated and valued.

IV. Objectives

- A. If a person is relocating to Howard County, Maryland due to BRAC they will be able to easily access information on Family Support services in Howard County.
- B. Howard County residents will have a variety of opportunities to become aware of the many Family Support services that are available to them and can do so easily.
- C. Materials (digital and print) will be developed that clearly define the entire breath of Family Support services in Howard County.
- D. A Logo and tagline (brand) for Family Support services will be created that clearly states the mission of the project. The logo will be created with the word BRAC included, but designed so that it can easily be removed at a later date. **Our research clearly indicated that military personnel and the Department of Defense (and their contractors) have been “trained” to associate information about their relocation together with the term BRAC** – accessible marketing materials that contain vital information pertaining to the many Human/Citizen services in Howard County that are utilized by BRAC families and individuals relocating to Howard County and current residents.

- E. An identifiable icon for the URL web address for the micro website. Based on our research we strongly recommend www.howardcountyfamilysupport.org

V. Strategies

A. Positioning

- Our research revealed that of the three targeted audiences, the first area of interest is children services (child care, before/after school care); older adult services (this is something several individuals we interviewed are now realizing they will need, if not now in the very near future, for a family member; knowledge of the variety of housing opportunities available; English as a second language for a spouse was mentioned especially by military families.
- Given the results of the research, the INTERNET is definitely the medium that will most effectively reach all three of our target audiences. In our interviews easy access to information via online was consistently mentioned. [Military families are “directed” to utilize the Internet and DISA employees are also directed to utilize the internet and would be attracted to something with BRAC on it. According to DISA they have done a good job of marketing the term “BRAC” to their employees and utilizing the DISA BRAC website]
- Interviewees expressed a desire for any printed materials to be developed in a brief and “concise” manner. Key telephone numbers and web addresses are the preferred way to present information.

B. Marketing Mix Strategy

- Ensure that the products we are producing for the military, DOD personnel, defense contractors and Howard County residents are packaged in a variety of mediums to ensure they are utilized. The vast majority of those interviewed strongly expressed a need for simplicity.

C. Promotion Strategy

- Taking the goals of the project and translating them into a clear and concise message. This message can be easily utilized in a variety of media:

Web Banners

Posters

Print Publications (county publications: i.e. Recreation and Parks mailer, HCC Class schedules)

Television Public service announcements on Howard County public access programming
HATS bus signage

D. Marketing and Public Relations

- A kick off event with key stake holders, “Howard County Family Support Day” proclamation by County Executive Ken Ulman given to BRAC officials and Howard County Citizen Services (to be held on Wednesday, March 31, 2010)
- Press Releases articulating what has been developed and promoting the Family Support Day

E. Product Marketing Literature

- Quad-fold brochure: “Welcome to Howard County’s Family Support Services”, will provide critical phone numbers, URLs, and brief descriptions, (qty 10,000)
- Pocket folder: replaces the current “Health & Human Services in Howard County” for BRAC folder. The new one will feature the BRAC/Family Support Services logo on cover, key phone numbers, and the www.howardcountyfamilysupportservices.org on the pockets, (qty 1000)

F. Digital

- Micro Website (6 pages) – homepage will include a brief welcome to Howard County Family Support Services with critical phone numbers, URL addresses, the MD 211 logo & link, and a search feature allowing the user to type in a description of what they are looking for (ie. after school care, ESOL, etc.). Separate pages for 1) Childcare; 2) Older Adult Services; 3) People with Disabilities; 4) ESOL; and 5) Contact Us will be included
- URL Brand (Icon) www.howardcountyfamilysupport.org
- Blog - current updates on activities and services that are happening for Family Support in Howard County will be a part of home page
- Face Book - Start a community for BRAC relocation families and individuals
- LinkedIn - Good social medium for the business community to know of the Family Support services offered in Howard County
- Email campaign - Digital response to visitors to website
- Mobile Phone Web Landing Pages Development – front line personnel (i.e. hospital ER nurses, social workers, Family Support personnel at companies relocating to Howard County) can quickly access key phone numbers and programs easily from their cell phones. Development for four major platforms (Blackberry, iPhone, Palm, Android)

G. Promotional Materials

- Magnets (4 color) logo with key phone numbers and URL addresses (qty. 5000)
- Magnets (4 color) logo only and URL (qty. 5000)
- Stickers (big for clothing featuring web address), qty. 2000
- Stickers (small for mailings & correspondence), qty. 10,000

- Posters (4 color), 11" x 17" (featuring logo/tagline, key phone numbers, web address), qty. 1500
- Bumper magnets. Can be distributed to key military, government, and civilian contacts who are responsible for assisting our target audience. Can also be used for HATS buses and Para-Transit vehicles used to transport citizens to appointments and operate around town, qty. 500

H. Distribution Method

10,000 Quad-fold Brochures

- 4000 BRAC Family Support
- 6000 Family Support

BRAC FAMILY SUPPORT (total qty 4000)

- Army Community Services/ Army Support Services (Ft Meade), (qty 200)
- DISA, (qty 400); Adjudication, (qty 50); DMA (qty 50); NSA (qty 50)
- Major Defense Contractor Employee Assistance Program (qty 450): Contractors TBD upon signing a contract with DOD
- Howard County BRAC Office, (qty 400)
- Howard County Citizen Services BRAC, (qty 2400): Use at various open houses in the next year for BRAC relocation

FAMILY SUPPORT (total qty 6000)

- Howard County Office of Citizen Services (qty 3000): distribute to appropriate programs within the Department
- Howard County General Hospital Social Work Department (qty 1000)
- Association of Community Services (qty 800)
- Howard County Department of Social Services (qty 450)
- Howard County Health Department (qty 450)
- FIRN (qty 300)

500 Pocket Folders

- 250 BRAC Family Support
- 250 Family Support

BRAC FAMILY SUPPORT (qty 250)

- Howard County BRAC office (qty 75)
- Howard Office of Citizens Services BRAC (qty 125)
- Army Community Services (Ft Meade), (qty 25)
- DISA, (qty 25)

FAMILY SUPPORT (qty 250)

- Howard County Office of Citizen Services (qty 175):

- distribute to the proper programs within the department
- Association of Community Services (qty 75)

2000 Stickers (logo & URL on stickers for clothing)

- 1000 BRAC Family Support
- 1000 Family Support

BRAC FAMILY SUPPORT (qty 1000)

- Howard County BRAC office (qty 250)
- Howard County Office of Citizen Services (qty 750)

FAMILY SUPPORT (qty 1000)

- Howard County Office of Citizen Services (personnel that interfaces with the public wear to develop an awareness for program), wear at public events (i.e. 50 Plus Expo in October at Wilde Lake High School), (qty 600)
- Association of Community Services (qty 200)
- Howard General Hospital (proper personnel display), (qty 200): social workers, front desk, administration wear for several weeks to develop awareness

10,000 Stickers (logo & URL on smaller stickers to use on current materials & correspondences)

- 2500 BRAC Family Support
- 7500 Family Support

BRAC FAMILY SUPPORT (qty 2500)

- Howard County BRAC office (qty 500)
- Howard County Office of Citizen Services (qty 2000)

FAMILY SUPPORT (qty 7500)

- Howard County Office of Citizen Services (personnel that interfaces with the public wear to develop an awareness for program), wear at public events (i.e. 50 Plus Expo in October at Wilde Lake High School), (qty 5000)
- Association of Community Services (qty 1000)
- Howard General Hospital (proper personnel display), (qty 1500): social workers, front desk, administration wear for several weeks to develop awareness

1000 Posters

- County Owned and Operated Public Buildings (coordinate with Howard County Public Information Office), (qty 250)
- Howard Office of Citizen Services: use at offsite events as a display, boldly displayed in several locations at their offices and facilities (qty 100)

- Howard Community College, (qty 50): distribute at main campus, Laurel, Gateway, Belmont (coordinate with Office of Student Services)
- Howard County Public Schools (72 total): Office of Student Support Services, (qty 228): includes school nurses, guidance counselors and pupil personnel workers
- Columbia Association, (qty 100): distribute to public facilities (coordinate with Marketing Department)
- Howard County General Hospital, (qty 25): distribute via marketing department
- FIRN, (qty 50): help distribute to facilities they feel can benefit when need arises ; churches, mosques, etc.
- Association of Community Services (qty 100): help distribute to their members to display in their offices.
- County Public Libraries (qty 25)

500 Bumper Magnets (HowardCountyFamilySupport.org)

- Encourage all Citizen Services Personnel to display on car, (qty 150)
- Howard Transit (buses & Para Transit vehicles), (qty 100)
- County Senior Level Personnel, (qty 100): encourage displaying on car
- Association of Community Service, (qty 100): membership directors display on their cars
- Neighborhood Ride, (qty 50): have for their drivers

10,000 Magnets (with logo/web address & key phone numbers)

- 3000 BRAC Family Support
- 7000 Family Support

BRAC FAMILY SUPPORT, (qty 3000)

- Howard County BRAC office (qty 1000)
- Howard County Citizen Services BRAC (qty 1500): use at BRAC open houses
- DISA (qty 250)
- Army Community Services (qty 250)

FAMILY SUPPORT (qty 7000)

- Howard County Office of Citizen Services , offsite locations (qty 2500)
- Howard County Office of Citizen Services, (qty 2500): to distribute at relevant events i.e. 50 Plus Expo, Children's Events
- Howard County Personnel, (qty 1250)
- Howard County General Hospital (qty 250): Nurses, Social Workers, Administrations, Outpatient Facilities
- Howard Community College Student Services Offices, (qty 50)

- Association of Community Services (qty 100)
- FIRN (qty 50)
- Howard County Public Schools System Office of Student Services, (qty 300)

VI. Action Plan/Deliverables and Implementation Schedule

- A. Marketing Plan. Timeline: completed and approved the week of March 3, 2010.
- B. Design of Family Support logo, easily identifiable and clearly defines the mission of the project.
Timeline: work in progress, completion week of March 1, 2010
- C. Pocket Folder (4 color). Timeline: design to commence immediately; approved by week of March 8; delivered by week of March 29, 2010.
- D. Micro website: the most effective way to communicate the vast amount of information we are providing to our three targeted audiences. Timeline: development needs to start immediately to ensure that it is “live” by week of March 29, 2010. Content approved by week of March 15, 2010.
- E. Tri fold brochure: Timeline: design starting immediately, proofs approved by March 12 delivered from the printer by week of March 30, 2010.
- F. Promotional Items: magnets and stickers. Timeline: will complete designs by week of March 8 and send to vendor for production to ensure delivery by week of March 29, 2010.
- G. Icon URL (www.howardcountyfamilysupport.org). Timeline: designed and completed by week of March 1 to allow time to design promotional materials.
- H. Social Media: Blog, Facebook, LinkedIn. Timeline: start developing in early March, complete training of staff by week of March 22, 2010.
- I. Email Template: utilize as follow up communication with visitors to the landing pages. Timeline: start week of March 15, completed by week of March 29, 2010.
- J. Mobile Micro Website. Timeline: development done in conjunction with website development.
- K. Posters. Timeline: design completed by week of March 8 for delivery by week of March 29, 2010 for distribution.
- L. Bumper Magnets (HT Rides vehicles). Timeline: design completed by week of March 8 and delivered by week of March 29, 2010.
- M. Training. Includes training of key staff members on updating and maintaining social media (blog, Facebook, LinkedIn). Timeline: by week of March 30, 2010.

VII. Evaluation Method

- A. Logo (BRAC/Family Support Services) & Tagline (Howard County A Community of Services)
- Ensure there is a buy in from the stakeholders that represent the three audiences our program is targeting. They need to accept the program since they will be providing the necessary leadership for the three-targeted audiences and their respective staffs and constituencies to utilize the Family Support services materials.
- B. Micro Website
- Ensure that there is awareness of the URL www.howardcountyfamilysupport.org. Monitor unique visitors to the site, time spent on site and if the visitor are requesting additional information, downloading the trifold brochure and if they have given us their personal information to receive updates. This should be monitored on a monthly basis to gauge its use as a critical communication tool. We will install user friendly analytics that will track data.
- C. Pocket Brochure Folder
- BRAC & Howard County Offices utilizing the pocket folder.
 - Howard County Office of Citizen Services utilizing the pocket folder to send out information when requested.
 - Howard County Association of Community Services (ACS) utilizing the packet to send materials when requested.
- D. Tri fold brochure
- Ensure they are distributed and being used by:
 - Military relocating to Ft. Meade (Army Community Services office)
 - DISA Employee Support Services Office (Arlington headquarters)
 - Military Contractors (Company Employee Support Programs)
 - Monitor if they have been requested via the landing pages
 - Distribute them to Howard County agencies where people are already utilizing county services and could be in need of other services (Howard County Department of Education Pupil personnel office, Department of Social Work at Howard County General Hospital, Howard Community College counseling office, Directors at Senior Centers, Association of Community Services, FIRN).
 - Monitor on a quarterly basis the number of brochures that have been distributed
- E. Social Media (Blog, FaceBook, LinkedIn)
- Number of followers and interactions. Feedback will be in real time from followers, need to listen to and react to their comments.
 - On going monitoring of all social media needs to be done to ensure we are always controlling information.
- F. Mobile Phone Web Development

- How many people have accessed the micro website via Mobile phone access

G. Kick-off Event

- Attendance from BRAC officials, county government officials, non-profits, DISA, and major government contractors
- Media coverage
- Getting it on Family Support Facebook page and Blog

H. Promotional Items: Magnets & Stickers

- Ensure they are being distributed to the end user of the three major target groups through their proper distribution channels

I. Posters

- Ensure the distribution points are displaying them, will need to check periodically if they are being displayed. Senior level Citizen Service personnel can easily check to see if they are up at Senior Centers, libraries, Rec Centers whenever they are visiting. Does not need to be a formal process just awareness.

APPENDIX A

Timeline

PROJECT	PRESENTED	APPROVAL	PRODUCTION
Marketing Plan	Week of Mar 3	Week of Mar 3	
Family Support Logo & Icon URL	Week of Mar 3	Week of Mar 5	
Pocket Folder	Week of Mar 8	Week of Mar 8	Week of Mar 15
Micro Website	Week of Mar 3	Week of Mar 8	Week of Mar 29
Quad-fold Brochure	Week of Mar 8	Week of Mar 8	Week of Mar 29
Magnets and Stickers	Week of Mar 8	Week of Mar 8	Week of Mar 15
Social Media	Week of Mar 8	Week of Mar 15	
Email Template	Week of Mar 15	Week of Mar 22	
Mobile Micro Website	Week of Mar 3	Week of Mar 8	Week of Mar 15
Posters	Week of Mar 8	Week of Mar 15	Week of Mar 15
Bumper Magnets	Week of Mar 8	Week of Mar 8	Week of Mar 15

APPENDIX B
Survey Questionnaires (2)
Revised February 3, 2010
HR Personnel of Government Agencies/Support Organizations
BRAC families/individuals

INTRODUCTION: Good morning, my name is Roger Caplan of the The Caplan Group. We are currently working with the the **Howard County Department of Citizen Services**, in examining various ways in which they can assist current residents and BRAC families find information about **human services** that are available within the county. There is a lot of information on the subject available in one form or another, The Caplan Group has been contracted to develop a user friendly means of locating the correct information that is quick and efficient. As the H/R Department, your input is extremely important to us and we would like to take approximately 15 -20 minutes of your time to help your employees easily access the wide variety of services that are offered. Please note that the information you provide us will not be attributed to you; it is a part of a broader survey. We appreciate your cooperation.

1. Have your employees inquired about these types of services (in home care for older adults, help for a child with behavioral issues, job counseling for a family member with a disability, adult day care, family members who English is a second language) through your HR department/Support Organization, or another department at the agency? If another department - which one?
2. What (if any) materials are you currently using to give to employees that are requesting information for (the above type of services) flyers, brochures, or websites? If websites, which ones do you generally recommend to employees who are in need of these types of services?
3. How would you like to provide information about the above services for your employees? A brochure, website, other? Would a brochure that includes some reference information on the services I referenced (in home care for older adults, children with behavioral issues, job counseling for a family member with a disability) be useful to you?
4. What form of communication do you think would best provide information to your employees for the variety of services (child care, in home or out of home care for older adults, persons with mental or physical disabilities)
5. In your opinion would social media (Facebook, Twitter) that discusses these types of services be useful for relocating families?
6. What information about these services do you feel is important to include in communication to families that are relocating to the area.
7. What (if any) materials are you currently using to give to employees that is requesting information for (in home or out of home care for older adults, teens with drug or alcohol issues, family member with mental or physical disabilities) flyers, brochures, or websites? If websites, which ones do you generally recommend to employees who are in need of these types of services?

8. What terminology would be helpful for you to describe the services from the above questions (I am going to read you four terms) then kindly respond:
- a. Human Services
 - b. Citizen Services
 - c. Resident Support
 - d. Family Support
 - e. None of the above, (can you suggest a term that would help you?)

Thank you for your time, you were very helpful.

Resident Relocated Survey

After acquiring names of families/individuals from major employers of employees who have relocated to Howard County in the past 24 months, The Caplan Group will contact them and ask the following questions: (Note: If we are unable to get access to the relocated employees then we will survey the HR personnel appropriately rephrasing the questions).

INTRODUCTION: Good evening, my name is Roger Caplan of the Caplan Group. We are currently examining various ways in which we can assist current residents and relocating families to access information about **human services** that are available within the County. Because there is so much information on the subject that is available in one form or another, The Caplan Group has been contracted to develop a user friendly means of finding the right information that is quick and efficient. We request about 5 minutes of your time to ask you about the variety of services that are offered. Your input would be valuable since you recently moved to the county. Please note that no information you provide will be referenced to you; it will be only used in the broader survey. Your input will be most helpful.

1. If you were in need of **some type of human service** (examples: help for a child with behavioral issues, in home care for older adults, job counseling for a person with a disability, a family member or friend for who English is a second language) how would you attempt to locate these types of services? Employer (if yes, what department?), friend/family recommendation, clergy, family doctor, or your own independent research.
2. How would you do your research to locate the above type of services? Acquire printed materials (if yes, where?), online websites, or mobile phone access.
3. Did you use websites to access information about Howard County prior to relocating? If yes, which sites did you visit? What key words did you type into the search engine (i.e. Google, Yahoo, Bing) to start your research?
4. What prompts you to click on an Icon or Banner on a web site? Does anything attract you or dissuade you from clicking on an icon (i.e. Flash)
5. Prior to relocating to Howard County did you seek information for (child care, daycare service for an older family member, or a person in your family with a mental or physical disability)? If yes, how did you locate the information?
6. What terminology would you use or best describes for you to recognize services from the above questions in Howard County? I am going to read you four terms then kindly respond:
 - a. Human Services
 - b. Citizen Services
 - c. Resident Support
 - d. Family Support
 - e. None of the above, (can you suggest a term that would help you?)

Thank you for your participation. You have been very helpful.

APPENDIX C

Interviews

BRAC/Relocation Families

The research phase of the marketing plan took place in the first several weeks of February 2010. It was determined that it was necessary to better understand how the end user accesses information. Our goal is to ensure we are developing a user-friendly means of locating the correct information that is quick and efficient. Contacts were provided by Dick Barnard from the Howard County Department of Citizen Services for BRAC.

We divided our research into three major categories:

1. Military families and Department of Defense personnel who will be relocating to Ft. Meade.
2. Defense Contractors who will be working directly with the military
3. Families that have recently relocated to Howard County, Maryland.

MILITARY Related Interviews

Co-chairs of the Military Family Support Committee for BRAC

- Rosie Melendez: (2/3/10, 3pm, 55minute interview) works for United Way of Central Maryland; husband is in the military active duty; they reside in Howard County and want to make it their permanent home.
- Aster Black: (2/8/10, 2:45pm, 45 minute interview) active with The Red Cross on base at Ft. Meade; husband retired career military; have been stationed all over the world; reside in Howard County.
- Diane Pelesh (2/10/10, 11:30am, 35 minutes) - Family Support Committee member; guidance counselor at Long Reach High School; 30-year military spouse; resident of Howard County
- Cathy Ferran, (2/16/10 9:30am, 25minutes) Chief of Army Community Services on base at Ft Meade; relocated from Queens, New York two years ago to take the position.
- Melodie Menke (2/16/10, 4:30pm, 40 minutes) Program Manager, Relocation for Army Community Services; works with Military and DOD civilians (NSA); lives on post; husband on active duty.

DISA (2/17/10, 1pm -1:30pm)

- Fisher Spencer, Chief of Business Management & Customer Relations Branch, A CIV DISA MPS
- Angela LaBacz, Employee Relations Officer, DISA

DEFENSE contractors

- William Twillman (2/16/10, 11:15am-11:45am) Recruiting Manager for L-3 Communications, sixth largest defense contractor in the country; 65,000 employees world wide, 700 employees based in the area.
- Dennis Hockensmith (2/16/10, 3:30pm-4:00pm) Booz Allen Hamilton, Senior Associate, Regional Recruiting Manager; resides in Howard County.
- Stanford Dewitt, Northrup Grumman (2/12, 2/15, 2/16, 2/17 - left 4 messages no return call to date)

Relocated Families to Howard County

(3 families, I told them their names would not be used)

- Family #1: Relocated to Columbia from North Carolina; husband came for a job with AT&T as a software engineer; wife is currently homemaker (her profession is a librarian); two children elementary school age attending Howard County Public Schools.
- Family #2: Relocated to Howard County from Springfield Mass. for husband's job as a chemist with Cristal Global; two children in Howard County Public Schools.
- Family #3: Husband and wife are PhDs in Biology and work at the Department of Agriculture in Beltsville; moved from Prince George's County; they have two children in the Howard County Public School System.

APPENDIX C

Research Results/Data

Marketing services BRAC (Base Re-Alignment and Closure) Families
Completed 2/17/2010

The following are the answers to the questions that can be found in Appendix A. We conducted interviews with three different groups: Military/Department of Defense, Government contractors and Howard County residents who recently relocated to Howard County. The detail description of each person interviewed can be found in Appendix B.

MILITARY/DOD- HR Questionnaire

Rosie Melendez, Co-Chair, Military Family Support Committee for BRAC. I asked her a combination of HR and Resident questions since her family recently relocated to Howard County.

1. (HR) No. Military members go to Base Referral Programs and ACS
2. (Resident) Research “a lot” Online /Schools/ Child Care
3. (Resident/HR) Websites, “military culture is used to utilizing the web” Howard County Public Schools site & AA county schools top usage. Used to review test scores of the various schools. MD 211 via phone is helpful, more than the website.
4. (Resident/HR) “97%-98%” go online FIRST; want to see where they are going to be living!
5. Child care is very important to military families since they are used to the school day starting earlier, different in Howard County because elementary school starts later in the day then in the south or on the base. She had no idea you could get left out of before or after care. They got here in June and before/after care was closed out! She mentioned the dilemma to Ken Ulman when she met him and it resulted in another Rec and Parks person at her daughter’s school (Forest Ridge Elementary School). VERY GRATEFUL, since her husband is on his 7th tour in Iraq.
6. Child Care should be included in all materials. Older adult information important, her mother in law is considering moving here from Florida and will be in need of senior living.
7. Websites: she refers folks to County web site, HC public school site, and she specifically mentioned, www.militarybyowner.com as the military like to buy or rent from military. Social media: Facebook would be interesting. Icon NO flash, clearly states what it is about.
8. No doubt FAMILY SUPPORT

Astor Black, Co-Chair Military Family Support Committee For BRAC

1. No, but as a volunteer with The Red Cross on-base families would inquire about English as a Second Language. The base has programs to help with ESL. She noted that Ft.Meade is base for an Air Force/Navy squad that flies back and forth from Korea, hence more Korean spouses coming on base (she was

- not familiar with FIRN). Will refer folks to Army Community Services. Military families utilize the resources on the base first.
2. She does not have materials but suggests that we develop a brief, concise reference sheet with important phone numbers and a brief description of services offered. This could be easily given at “monthly newcomers meetings”. Not using anything in particular to refer folks to base personnel or state department
 3. Easy to use brochure “handout” with phone numbers would be helpful
 4. Printed Handouts “Make sure Phone Numbers are correct” we have had problems with wrong phone numbers.
 5. Did not have much knowledge about Face Book or other social media
 6. Child Care, Services for foreign born individuals.
 7. HUMAN SERVICES

Diane Pelesh, committee member of the Military Family Support Committee for BRAC; guidance counselor at Long Reach High School.

1. No not really, when it does come up she refers to Public School Pupil Personnel worker. Since her husband was 30 year military she said, “military use on Post resources”.
2. Packet of information from the Howard County Public School System. Not allowed to refer if she thinks that a student may need services unless parent or guardian request, then she will bring in school system pupil personnel worker
3. Combination of handouts (brochure with concise information) and easy to utilize websites.
4. Quick reference recourse cards
5. Social media: a possibility, icon on website clear and concise, no flash
6. Education/Variety of Housing
7. COMMUNITY SUPPORT SERVICES (her term) or Citizen Services

Cathy Ferran, Chief of Army Community Services

1. Refers to person on base who handles military family resources
2. She refers all people to the Military Personnel and they should have the information
3. A micro website would be “very helpful”; a simple referral handout piece; resources for elderly would be helpful
4. Web site needs to be easy to use, with necessary information
5. Not sure about social media/icon on website; no flash, clear and concise
6. Social services: i.e. food stamps (some families are qualified) mentioned a website SAILES
7. FAMILY SUPPORT

Melodie Menke- Army Community Services Relocation Program Manger for Military and DOD Civilians

1. She refers her folks to one of three areas; Employment for spouse, exceptional service (older adults) and relocation housing in the area.

2. She immediately sends an email Welcome Packet to any personnel relocating to Ft. Meade. Military is cutting back on postage.
3. WEBSITE
4. WEBSITE, military is going more online
5. FACEBOOK! It was HUGE during the recent snow storms. The Ft. Meade site went down so everyone was on FACEBOOK to get information. Icon: to the point
6. Employment for spouses, variety of housing, pets: "off post" Howard County is pet friendly, schools
7. Strong reaction NO doubt -FAMILY SUPPORT, "military will recognize that for what we are doing "military thinks jobs with human services", resident support - need to be a resident? Citizen services, need to be a US citizen?

Fisher Spencer, Chief of Business Management & Customer Relations Board, DISA A CIV DISA MPS and Angela LaBacz, Employee Relations Officer, DISA (Interviewed them at the same time on a conference call)

1. Federal Assistance Referral program they pay a FOH provider \$6.50 per employee per year.
2. Electronic Newsletter
3. Website: DISA BRAC website, their people know to go to the BRAC website. "They have marketed BRAC"
4. Website www.DISA.mil/BRAC
5. Could not access social media at work on a government computer, would do it on a home computer
6. In order of demand: Transportation, Housing, Schools. Made a point of stating their people are highly educated IT professionals
7. They went between resident and family Support and landed on FAMILY SUPPORT

DEFENSE CONTRACTORS

Andrew Twillman, Recruiting Manager for L-3 Communications

1. Not really, but knows it's coming. They deal with personnel who have top level security clearances so most live in the area.
2. Does not have materials but wants some because he knows DISA is coming very soon and they will be recruiting people that need less security clearance.
3. WEB SITE, "their people are tech savvy"
4. WEB SITE , a lot of people they are recruiting will be under 45 years old.
5. Yes, social media would something he thinks would be used/ Icon suggests placing it on career sites-intelcareers.com, jobs for DISA.
6. Child Care, Social Services, School System
7. FAMILY SUPPORT

Dennis Hockensmith, Senior Associate, Booze Allen Hamilton, Regional Recruiting Manager

1. No, she deals mainly with senior executives
2. Booze Allen Hamilton has an excellent Employee Assistance Program available for all employees.
3. Website that can help with resources that are available locally in Howard County
4. Yes, online. She said that folks have important numbers on their work space, meeting areas etc. she said magnets are all over the building.
5. Social Media would be helpful. Yes, Facebook. Icon should be simple, suggests we put on Rec and Parks site
6. Daycare, child related services. Some of their families would need “elder care” services.
7. FAMILY SUPPORT

Stanford DeWitt, - Northrup Grumman (unable to reach, left several messages on his work phone number)

RECENTLY RELOCATED TO HOWARD COUNTY (unidentified for privacy)

Husband took a job as a software engineer with AT&T moved from Durham, North Carolina

1. Do own research online
2. First online (Google), and phonebook
3. Did lots of online research: Housing, School System, General Information about Howard County (crime). Big “Google” person, key words: schools Howard County
4. Will click on an icon if it speaks to “what I am looking for”, no flash
5. Preschool, Churches, Public School System
6. FAMILY SUPPORT; like very much! Child had some developmental issues and that would have attracted her.

Chemist relocated from Springfield, Mass. to take a job at Cristal Global

1. Employer has a program available but he has never used it
2. Search the Internet
3. Yes, very much. Housing and The School System,
4. NO flash, short sentence
5. No we did not seek information on services for our children or any family members prior to coming to Howard County
6. FAMILY SUPPORT likes because it is “more direct”

Both her husband and she are PhD's in Biology and work at the Dept of AG in Beltsville, moved here from Beltsville

1. Would use internet, and family doctor or pediatrician for children, church is important
2. Federal Employees websites, who are in the area accepts their medical insurance
3. Yes. Howard County related sites, "safety was a big concern coming from the Beltsville area in Prince Georges County". Use Google for searching of anything you mention.
4. Icon Must be near the top of the page; no flash, afraid it will bring with it a virus; nothing crazy, to the point of what you are doing
5. No, not really but if I was looking a "website" would be "helpful"
6. FAMILY SUPPORT