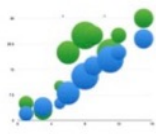# Fringe data

Outreach Campaign Proposal

Prepared by:

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Prepared for:

Southern New Hampshire
University, COM 690

Hello!

I want to personally thank you for giving us the opportunity to compile and present this proposal to you.

Our research has shown us what a timely, necessary and exciting opportunity we have before us. With your support we can ensure the community, our leaders, our critical non-profit organizations and our journalists have data-based information critical to improving quality of life in the Virgin Islands while empowering citizens.

Contained in this proposal you will find in-depth and enlightening research on market conditions, audience analysis, trends in the field, as well as targeted and measurable actions for going forward. Enjoy.

Thank you!

Stephanie Hanlon-Nugent
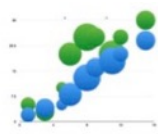
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EXECUTIVE SUMMARY

The mission of Fringe Data is to connect people with meaningful data in easy to understand visualizations so they can make informed decisions and formulate objective opinions on important community issues. Our vision is to reach communities currently left out of major data analysis, beginning with the U.S. Virgin Islands, which is geographically a part of the Caribbean but politically a territory of the United States. Communities like this are not considered statistically significant enough to include in large-scale comparisons, yet they are often most in need of meaningful data analysis on issues such as crime, health care, the environment, business, imports and exports.

As a data-driven journalism organization, Fringe Data will be guided by these core values: acting with integrity, reporting data objectivity, ensuring accessibility of meaningful data, holding power structures accountable, reporting with accuracy, raising awareness, supporting communities in need, embracing diversity and making a difference in small or marginalized communities. Fringe Data is made up of a team of conscientious and skilled residents of the Virgin Islands, with skills ranging from investigative journalism, graphic design, statistics and qualitative and quantitative research. The Fringe Data team is anxious to begin sharing meaningful stories based on all the spreadsheets containing important community indicators that currently sit unused. Fringe Data will consist of a website with selected stories made available for free to the public, as well as a subscribers section for more in depth analysis and dynamic visualizations. Fringe Data will communicate with its audiences through a number of new media tools, including social media, web video and email newsletters.

The organization's initial need is funding and support from government entities and private corporations. We are looking for meaningful partnerships with entities that appreciate the value of data and see data driven journalism as a mechanism for exposing and finding solutions for local issues. This campaign hopes to spread the word about Fringe Data and to help the community and stakeholders understand why it is a meaningful project to support. During this initial campaign, we will be seeking start-up funding, as well as long-term funding to ensure the project is sustainable. This campaign includes six months of campaign preparation, where we will fund raise to support the outreach campaign, as well as complete all promotional materials in advance of the campaign. The campaign will cost approximately $36,000 and last three months, plus six months prep time. The three month campaign will seek to establish the long-term sustainability of the organization by finalizing partnerships, solidifying steady funding and displaying sample data projects. During the campaign phase we will reach out to specific audiences, such as the B2B audience of journalists, researchers, non-profit organizations and government agencies; as well as potential partners, such as companies taking advantage of local tax benefits; and national or global organizations that support data driven journalism projects. We also will reach out directly to the community to ensure they are aware of the project's potential and its needs. We are hopeful that this outreach will result in strategic partnerships, short and long-term funding guarantees, in-kind donations, monetary donations, and most importantly buy-in and enthusiasm from the community at large. We also are hopeful that the community and all the target audiences, once fully informed on the goals and vision of Fringe Data, will share in our passion to fill the current gap in data analysis by engaging in a comprehensive data driven journalism project.

SITUATION ANALYSIS

COMPANY INFORMATION

Fringe Data was developed by Stephanie Hanlon-Nugent in March 2014 to address the lack of comprehensive data analysis in the U.S. Virgin Islands. As a journalist on St. Croix for more than eight years, Stephanie saw first hand the need to bridge the gap between data collection and information sharing. Where data does exist, it sits untouched in cumbersome spreadsheets. Seeing all the fancy infographics and visualizations comparing U.S. states or islands in the Caribbean, Stephanie came up with the idea to conduct data analysis on small communities not typically included in these national or regional analysis.

The Fringe Data team boasts a variety of skill sets and backgrounds in journalism, statistics, computer science, graphic design and new media. In addition to Stephanie, a journalist and journalism professor at the University of the Virgin Islands, the Fringe Data team includes: Andrew Gard, mathematician and math professor at UVI; Cynthia Hatfield, digital designer and professor at UVI; Kerri Cullinan; statistician at BCS Tech Ventures; Sean Cullinan, chief technology officer at U.S. Viking, makers of Associated Press' ENPS software; John Clendenin, CEO at Inner Circle Logistics and senior associate dean at IE University; Trevor Clendenin, CEO of Sun Social SEO. The team is a diverse group of Virgin Islands residents with experience in statistics, graphic design, computer programming, technology, new media communications and journalism. Fringe Data submitted its first formal request for funding to the Knight Foundation a year ago, but was not selected as a finalist in

The Knight News Challenge accelerates media innovation by funding breakthrough ideas in news and information.

SIGN UP   LOG IN   Learn more

CHALLENGE BRIEF: How might we make data work for individuals and communities?

ENTRIES	FEEDBACK	REFINEMENT	SEMIFINALISTS	WINNERS
1017 entries	1015 final entries	44 final entries	44 final entries	Announced Jan 26, 2016

CONTRIBUTION   ‹ 863 of 1,017 ›

Fringe Data: Analysis For People

Trying to make this happen so we can bring data analysis to communities that need it!

Written by Stephanie Hanlon-Nugent
Updated on 16:15, Oct 05, 2015   6

In one sentence, describe your idea as simply as possible.
Fringe Data hopes to fill a critical gap in data analysis for the Virgin Islands community and communities on the fringe of data analysis by creating easy to understand visualizations on crime, the economy, tourism, health and other data that will serve individuals, local governments, non-profit organizations and researchers.

the competitive Knight News Challenge. This year the challenge is focused specifically on data and once again Fringe Data has thrown its name in the hat (Hanlon-Nugent, 2015).

INDUSTRY AND MARKET INFORMATION

Data analysis has become ubiquitous across the country and the world, yet many small and underdeveloped communities are left out. There are many people specializing in data analysis and visualization, and in the field of journalism there has been a focus on data-driven journalism. The

Virgin Islands, however, is not included in the analysis being done on the U.S. or the Caribbean. Still, the local government and the private sector are focusing heavily on technology. There has been a major investment in the Internet infrastructure, and there was major public investment into a Research and Technology Park at the University of the Virgin Islands. The RTPark houses small to large technology companies and provides them with the infrastructure they need to operate, in addition to major tax breaks. In return, these RTPark companies must contribute back to the local community and help promote the technology industry in the territory. The RTPark is supposed to foster a connection between the local tech community and the university. Since the government and the private sector businesses are making a major effort to upgrade the infrastructure and foster more education in technology, there is an opportunity to get support and funding for a project that is in line with national and global trends in the realm of technology and which serves a need in the community.

There is no one else doing exactly what Fringe Data is proposing to do. However, there are organizations out there who are doing some data collection and tracking data for key trends. For instance, the Community Foundation of the Virgin Islands looks at demographic data, as well as health and human services data to report on the health of young people in the territory. However, there is a two-year delay from the data's collection to it's analysis and sharing with the community, and it is offered only through downloadable files online or a print booklet. There also is other government agencies like VIEBSCOR, which looks at environmental data, or the Bureau of Economic Research, which looks at economic data. Both of these organizations publish their findings in hefty reports that are not packaged for general distribution. These organizations or government agencies look at specific

The Virtual Trade Open Data Portal

Main VTPP Site | OpenData API Documentation | OpenData QueryBuilder
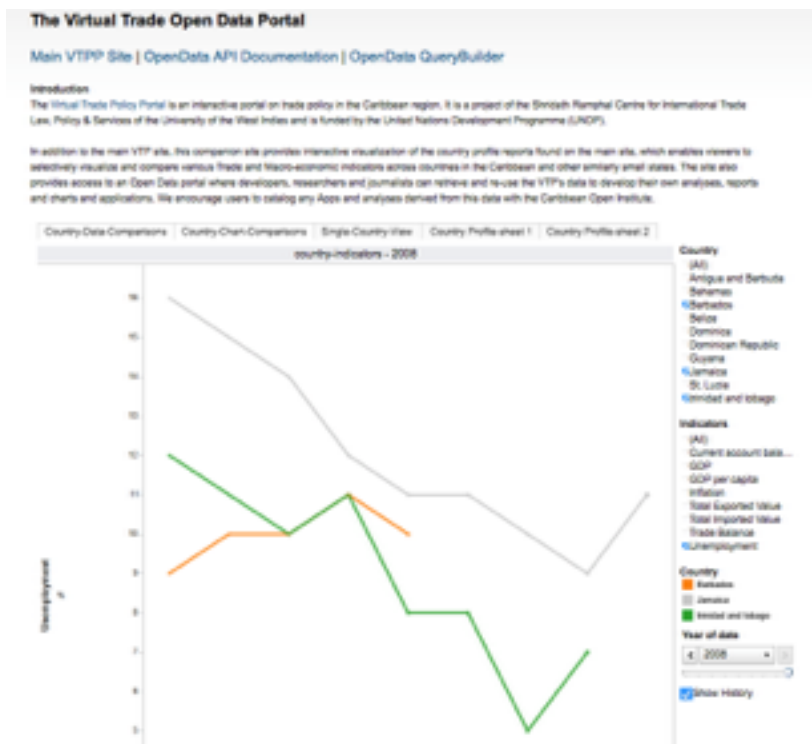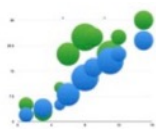
types of data, and they are also involved in data collection. Fringe Data would look to partner with these organizations so they can provide us with data that we could then provide an alternative analysis of and disseminate back into the community. For example, while they might produce one 60-page report every year or two, we would produce at least a dozen infographics or videos every year based on each report as well as other available data, producing stories and providing context around the data. These potential competitors could become key partners and stakeholders in the project.

The U.S. Virgin Islands is often excluded from U.S. data analysis. For example, the U.S. Census, while it does collect data on the territory, does not include it in the American Fact Finder, which allows users to select all or some U.S. areas for mapping and comparison. Similarly, the Caribbean Open Institute (COI, 2015) allows users to compare a variety of Caribbean countries through interactive visualizations, and the Virtual Trade Policy Portal (VTPP, 2015) offers data profiles for each Caribbean country. However, neither includes the U.S. Virgin Islands. The U.S. Virgin Islands also is not included in regional statistics comparing members of CARICOM

(CARICOMStats, 2015). The U.N. does have some data specific to the U.S. Virgin Islands and which can be compared with other data from around the world, however, it is all more than 15 years old, inconsistent and just on the subjects of labor and agriculture (UNData, 2015). This means the U.S. Virgin Islands, geographically located within the Caribbean region, yet politically a non-voting jurisdiction in the United States is not represented in most analysis and comparisons of the U.S., the Caribbean or the world.

The U.N. published a report on what they describe as the "data revolution," where they explain the increase in amount and volume of data now available (IEAG, 2014). The report explains that being left out of this data means "whole groups of people are not being counted," and key indicators are not being measured (IEAG, 2014). This, they say, can lead to "the denial of basic rights, and for the planet, to continued environmental degradation" (IEAG, 2014). "Too often, existing data remain unused because they are released too late, or not available at the level of detail needed for decision-making" (IEAG, 2014). The report makes the case, however, that providing the resources needed for comprehensive data collection, analysis, and access can result in a "revolution for equality" (IEAG, 2014). The research from the U.N also supports Fringe Data's target audience for the final product, explaining how good data empowers government officials, academics conduct deeper analysis leading to long-term knowledge growth, organizations use data to justify their work

and to make better economic decisions, and media organizations use data to inform the public and further explain the meaning behind key indicators (IEAG, 2014).

PRODUCT/SERVICE INFORMATION

Fringe Data hopes to offer informative, educational, enlightening and entertaining infographics, animated presentations, videos and blog posts centered around data. For example, using crime statistics of the Virgin Islands, we could create interactive maps of all three major islands, showing where certain crimes were committed at certain times throughout the day. Using demographic data, we can provide a visual representation of the local community. With annual budget data, we can track spending across certain areas, even comparing these numbers to the United States or the Caribbean region for context. The products would be offered through a mobile-friendly website formatted like a blog, and distributed through social media and legacy media organizations. On a larger scale, team members would embark on data projects where journalistic work is done to uncover data and contextual information, and then an analysis is done to find trends, comparisons and outliers that can tell larger stories, the team would then interpret those results and determine how best to visualize the story. Once the work is complete, the team would release the raw data, the visualization and written analysis of that data project to the media for dissemination. It would also be sent to government officials, researchers, organizations and other stakeholders. The infographics and a data blog would be available on our mobile friendly website.

Fringe Data would be a business with a public service arm. There are several business models currently being considered to ensure the operation is sustainable after grants or start-up funding is

exhausted. One potential model would be to commission out analysis services to companies and

organizations that want to tell stories about their organization, their services or their customers

through data visualizations. A percentage of these profits would go to fund public service-oriented

analysis. Another format would offer a subscription service where local media, researchers,

organizations or government agencies pay a monthly fee for unlimited access to our analysis. The

third and most likely model would be to designate as a non-profit organization and rely on consistent

grants, donations, and advertising to support the organization. Regardless of which model is selected, the ultimate goal will be the same: to get meaningful data analysis in the hands of influencers who can then share that analysis with the general public.

Similar projects exist in the Caribbean, the U.S. and around the world. For example, The Edward Seaga Research

Institute of Jamaica has an online database collection that allows users to select data sets and

customize visualizations (ESRI, 2015). While not comparable in size, the continent of Africa is

experiencing a major data revolution, in part thanks to work done by Open Knowledge, Code for

Africa, the International Center for Journalists and the World Bank Group, all of which are sponsors

of openAfrica, the continent's largest independent source for open data (openAfrica, 2015). Where the comparison does come in, however, is the fact that since Africa has been missing out on data
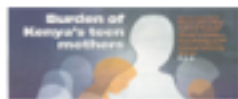
collection and analysis that can help prevent the spread of disease and formulate economic plans, and there are many initiatives in place to make data available and get it into the hands of the people. The project that most resembles what Fringe Data hopes to become is Data Dredger by Internews of Kenya. They create infographics and data stories around major issues impacting Kenya, such as international trade, malnutrition, malaria, a doctor shortage and Ebola (DataDredger, 2015). Data Dredger is almost identical to what Fringe Data hopes to be. The U.S. Virgin Islands currently doesn't have a central data portal, such as openAfrica and doesn't have a

dedicated data journalism site connecting people with that data. Fringe Data hopes to do a little bit of
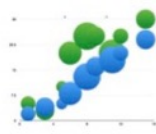
both, providing a central location with links to all data sets related to the Virgin Islands, in addition to data visualizations and a data blog taking a critical look at the data, making comparisons to the region, the nation and the world.

Fringe Data would pull from a variety of local, national and global data sets, including demographic, social, economic and housing characteristics from the U.S. Census (2011). We would explore Internet connectivity, broadband access and the technological infrastructure of fringe communities, starting with the U.S. Virgin Islands. The World Bank also provides key demographic and economic data, as well as climate change data, which looks at average monthly temperature and rainfall since 1901 (World Bank, 2014). Even large data sets from the U.S. Census and the World Bank are missing details, however. For instance, the World Bank's (2014) last updated GDP for the territory was in 1993, estimating it at $1.996 billion. Climate data from the World Bank (2014) can be used to visualize temperatures and rainfall simultaneously, rather than having to look at two separate line graphs to see if there are any correlations. Below an interactive
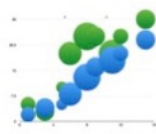
map simulating heat and rainfall changes, key data can be displayed showing how it is similar or different to regional, national and global data. This data can be used by policy makers when implementing climate change legislation, non-profits when trying to justify funding, researchers when they are documenting trends, and journalists who are trying to report objectively on science and climate change. There are also local data sets that can be analyzed and put into context. For instance, the V.I. Department of Labor releases a list of the top 25 employers every quarter. This information can be mapped to show

US VIRGIN ISLANDS LABOR MARKET BASKET	THE TOP 25 LARGEST PRIVATE EMPLOYERS IN THE VIRGIN ISLANDS 2nd QUARTER, 2015
	A publication of the U.S. Virgin Islands Labor Market Basket

Rank	Company
1	KMart, Corporation
2	Marriott Hotel Service Frenchman's Reef (MHSFR)
3	Ritz Carlton Virgin Islands, Inc.
4	Innovative Telephone
5	Caneel Bay Resort
6	Plaza Extra Supermarket STT
7	Sugar Bay Club & Resort, Corp.
8	HDVI Holding Co., Inc.
	World Fresh Market, LLC
9	Westin Resort
10	Plaza Extra Supermarket STX
11	Cost-U-Less, Corporation
12	First Bank Virgin Islands
13	Buccaneer Hotel, Inc.
14	Carambola Beach Resort & Spa
15	Commercial Security
16	Ranger American of the VI, Inc.
17	TOPA Equities VI, Corp.
18	L.S. Holdings, Inc.
19	ARCOS DORADO USVI, Inc.
20	Banco Popular de Puerto Rico
21	Divi Carina Bay Resort
22	KAZI Foods of the VI, Inc
23	Jewelry Exchange, Inc.
	PriceSmart
24	Harborside Corporation
25	International Capital & Management

fluctuations with company logos being enlarged and shrinking depending on their status over the years. This data can be used by policy makers trying to craft policies on economic development and growth, by people in the private sector looking to make informed decisions and even by young people trying to make an informed decision about their 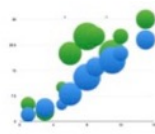education. There are also some data sets that exist but aren't public yet. For instance, the Virgin Islands Police Department has interactive maps that show when and where certain crimes are taking place on each island. Their maps have specific addresses but with some modification they could be made less specific to not jeopardize the privacy of victims and then published to empower communities.

There are also local reports done annually, or when commissioned, that provide more detailed data on the territory. For instance, the V.I. Bureau of Economic Research releases annual gross domestic product numbers for the territory, in addition to providing estimates by industry and compensation (Hamano & Osman, 2014). The VIBER also releases annual reports detailing economic

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BEA 14-38

THE BUREAU OF ECONOMIC ANALYSIS (BEA) RELEASES 2013 ESTIMATES OF GROSS DOMESTIC PRODUCT FOR THE U.S. VIRGIN ISLANDS

CHARLOTTE AMALIE, U.S. VIRGIN ISLANDS (August 19, 2014) — Today, the Bureau of Economic Analysis (BEA) is releasing estimates of gross domestic product (GDP) for the U.S. Virgin Islands for 2013, in addition to estimates of GDP by industry and compensation by industry for 2012. These estimates were developed under the Statistical Improvement Program funded by the Office of Insular Affairs (OIA) of the U.S. Department of the Interior.

The latest estimates of GDP for 2007 to 2012 are also presented in this release, as well as GDP by industry and compensation by industry for 2007 to 2011.

U.S. Virgin Islands

1. Domestic Product and Income

Table 1.1. Gross Domestic Product

	Line	[Millions of dollars]						
		2007	2008	2009	2010	2011	2012	2013
Gross domestic product	1	4,663	4,266	4,260	4,486	4,266	4,143	3,792
Personal consumption expenditures	2	2,247	2,244	2,328	2,398	2,436	2,458	2,411
Goods	3	1,253	1,170	1,148	1,151	1,206	1,206	1,222
Durable goods	4	793	703	667	637	664	668	717
Nondurable goods	5	460	467	482	514	542	537	505
Foods, feeds, and beverages	6	266	274	291	299	311	335	329
Other nondurable goods	7	194	193	190	215	230	203	176
Services	8	2,108	2,208	2,184	2,247	2,304	2,394	2,406
Housing and utilities	9	587	636	657	660	692	705	717
Health care	10	218	241	251	263	283	309	317
Food services and accommodations	11	515	533	482	500	522	535	
Other services	12	788	799	794	820	830	859	843
Net foreign travel	13	-1,114	-1,135	-1,004	-1,000	-1,075	-1,142	-1,320
Private fixed investment	14	435	405	349	349	328	224	230
Change in private inventories	15	-540	180	219	-267	104	114	159
Net exports of goods and services	16	1,636	322	195	651	219	283	-68
Exports	17	14,141	18,412	10,718	12,935	14,414	3,339	2,627
Goods	18	13,002	17,255	9,696	11,922	13,329	2,186	1,394
Services	19	1,139	1,157	1,021	1,013	1,085	1,153	1,232
Imports	20	12,505	18,089	10,523	12,284	14,195	3,056	2,694
Goods	21	12,251	17,861	10,310	12,067	13,943	2,932	2,572
Services	22	254	228	213	217	252	124	123
Government consumption expenditures and gross investment	23	1,074	1,115	1,178	1,275	1,201	1,064	1,060
Federal	24	126	134	146	180	169	162	162
Territorial	25	949	981	1,033	1,096	1,032	902	898

NOTE. Detail may not add to total because of rounding.

indicators, tourism indicators, air and cruise ship data, hotel occupancy data, employment data and construction data. This data, however, is tucked away inside lengthy reports that sometimes receive media coverage when they are initially released but are not disseminated widely or broken down into a more simple form that is easily accessible online. The Community Foundation of the Virgin Islands releases an annual Kids Count Data Report that features demographic and social data on the health of families and children in the Virgin Islands (CFVI, 2014), however, this report has a two-year delay and could be disseminated more widely. Similarly, every two years the U.S. Department of Housing and Urban Development sponsors a homeless count in the Virgin Islands. However, the results are published just through local
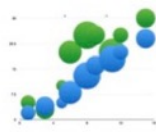
In July 2015, CFVI released the latest USVI KIDS COUNT Data Book to Governor Mapp and members of his leadership team. Below is the presentation used which outlines key findings from the 2014 Data Book. Click below to view 2014 KIDS COUNT USVI Data Book Prezi .
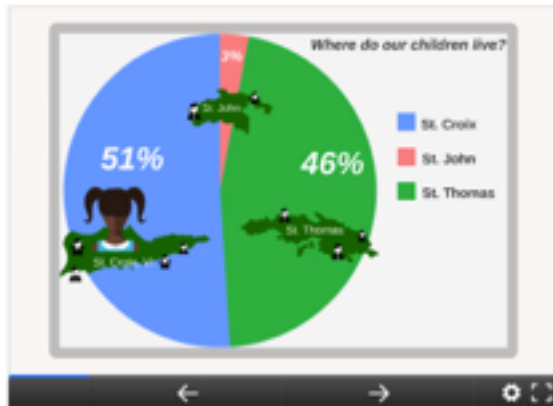
media at the release of the report without much follow-up (Morris, 2015). The University of the Virgin Islands has several research arms, such as the Eastern Caribbean Center and the Agriculture Extension Service, which conduct environmental surveys that result in maps and data sets on the health of the oceans, soil, and agricultural products.

PAST/EXISTING COMMUNICATION PLANS

Fringe Data has submitted two public grant applications to the Knight Foundation, both of which were commented on by other submitters and participants. The latest submission was shared on Facebook, Twitter, LinkedIn and Google+. The posts on Facebook were sent to influential people in the community. One post was general and explained a bit about the project to introduce it to people who don't know much and the other tagged influential people and asked for their support. This elicited several shares, likes and comments related to the
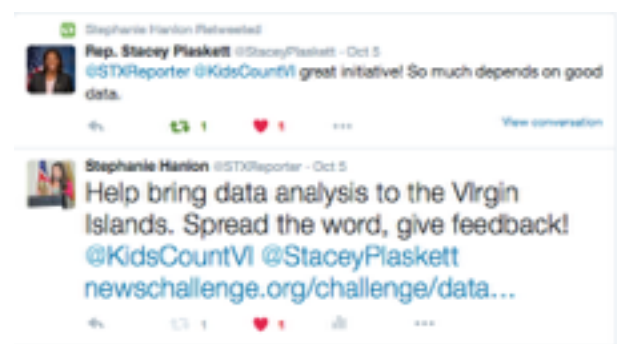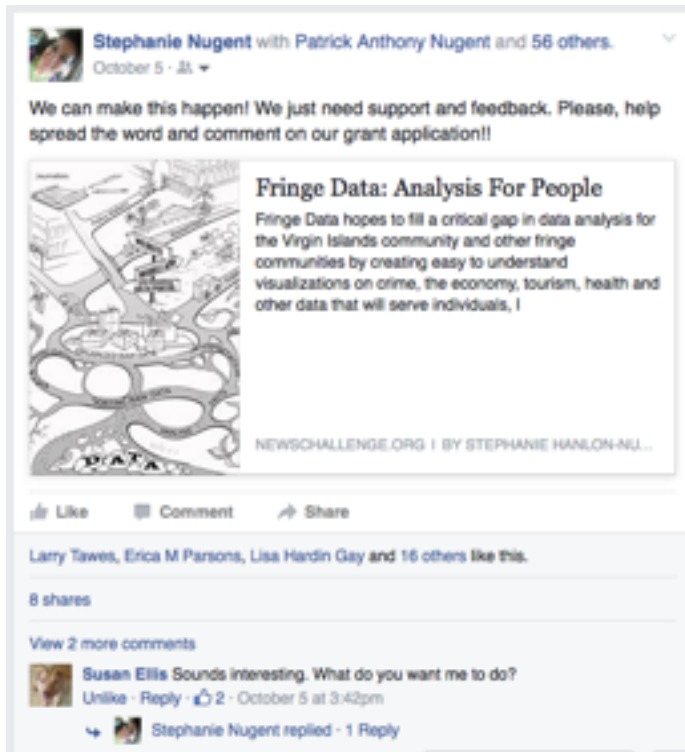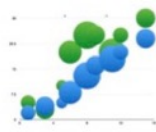
project. The posts on Twitter were the same, asking people to support bringing data analysis to the Virgin Islands, but each one tagged a different influencer in the community. We got a few retweets and favorites, most notably the Congresswoman representing the territory retweeted it and replied to the tweet with a show of support. The communication plan currently being executed is simply to get the word out that it exists and spark some discussion.

The most notable communication plan executed by people doing something similar is by the Community Foundation of the Virgin Islands, which releases the KidsCount data report every year (CFVI, 2014). Their primary effort to spread the word is to hold an annual press conference where they announce that year's findings to the media and provide everyone with a copy of a book that provides all of the data. In fact, they are the only local organization going beyond spreadsheets and bar graphs to tell data stories more visually. Their annual data book takes an in-depth look at the

health of young people in the territory, using indicators like drop out rates, infant mortality rates, teen pregnancies and percentage of single-parent households (CFVI, 2014). Their focus is narrow but they call on a variety of data sets to tell their story. The one downfall is there is a two to two-year delay from the date the data was collected to the release of the new analysis. Also, it doesn't address other issues such as crime mapping, recycling, imports, exports or business profiles, which Fringe Data would look at. A visual similarity, which can be seen on their website, is their method for animating one of their infographics. They use Prezi to animate an infographic and bring the viewer through it like a story. This would be a very common method used by Fringe Data.

SWOT ANALYSIS

A SWOT analysis, which evaluates the strengths, weaknesses, opportunities and threats to a project or proposal, can help to weigh the benefits and the risks, which then informs the overall plan. Having considered potential weaknesses and threats can inform the project going forward to ensure there are contingencies in place. Similarly, highlighting the opportunities and strengths can reveal where the project should focus going forward. This SWOT analysis shows that while the project is needed, is unique and in line with global trends, it is complicated and might be difficult to execute. A project like this has never been done in the Virgin Islands, and there are several funding opportunities that can be explored. However, no funding has been secured, and the public has had a difficult time understanding the project. Also, while the team is highly skilled and educated in their respective fields of statistics, journalism, graphic design, computer science, etc., only one has training specifically in data driven journalism, and none has professional experience in data driven journalism. The analysis

shows that while it potentially can improve the quality of life in small communities, there could

potentially be pushback from government agencies that don't have a record for transparency. Since

there are national and regional organizations doing similar work, there are opportunities for

partnerships. However, there is the possibility that they would want to be more inclusive once they

hear about this initiative. Also, while this project presents an opportunity to bring awareness to

pertinent issues impacting the territory, some may not want those issues exposed.

Strengths	Weaknesses
• Addresses a critical need • Never been done in the Virgin Islands • Enthusiasm in the community • In line with national and global trends • Highly skilled team • Several funding opportunities • Institutional support by the University of the Virgin Islands and the Research and Technology Park	• Addresses complex and difficult to describe issues • Complicated project that will be difficult to execute • The public has trouble understanding the project • Team lacks focused skills in data journalism • Team members don't have a lot of time to dedicate • No funding secured
Opportunities	**Threats**
• Provides the community with helpful information • Gives large companies a worthy cause to support • Can potentially improve quality of life in small communities • Addresses gaps in information to the general public • Partnerships with regional or national organizations doing similar work • Exposure for pertinent issues impacting the territory	• Government agencies lacking transparency • Organizations that do some analysis and may see it as competition • Regional or national organizations that may try to be inclusive once they hear about the project • Team members backing out or not pulling their weight • Misinterpretation of the project and its goals • Negative associations with exposure of pertinent issues

Strengths

• Addresses a critical need

• Never been done in the Virgin Islands

• Enthusiasm in the community

• In line with national and global trends

• Highly skilled team

• Several funding opportunities

• Institutional support by the University of the Virgin Islands and the Research and Technology Park

Weaknesses

• Addresses complex and difficult to describe issues

• Complicated project that will be difficult to execute

• The public has trouble understanding the project

• Team lacks focused skills in data journalism

• Team members don't have a lot of time to dedicate

• No funding secured

Opportunities

• Provides the community with helpful information

• Gives large companies a worthy cause to support

• Can potentially improve quality of life in small communities

• Addresses gaps in information to the general public

• Partnerships with regional or national organizations doing similar work

• Exposure for pertinent issues impacting the territory

Threats

• Government agencies lacking transparency

• Organizations that do some analysis and may see it as competition

• Regional or national organizations that may try to be inclusive once they hear about the project

• Team members backing out or not pulling their weight

• Misinterpretation of the project and its goals

• Negative associations with exposure of pertinent issues

In conclusion, the strengths demonstrate unique potential with this project, in that it aligns with global trends and addresses local needs. Further, nearly all of the weaknesses can be addressed by refining the explanation of the project, as well as by attracting new talent and strategic partners. The opportunities presented through this project, such as the potential to improve quality of life and fulfill critical gaps offer a compelling argument in support of the project. Recognizing the threats will allow Fringe Data to address potential issues before they arise and to be prepared when there are challenges.

CAMPAIGN PROPOSAL

CAMPAIGN GOALS, STRATEGIES AND TACTICS

Goal No. 1 — Establish community buy-in and support of project

Strategy No. 1 — Connect with the community at large to build awareness of the proposed project to promote a clear understanding of its benefits.

Objective No 1. — Achieve a 50 percent engagement rate on Facebook, Twitter, Instagram, LinkedIn and Google+ posts, and achieve a weekly increase of followers across platforms by 20 percent over the course of the campaign.

Tactics:

• Share project news, data news and sample data projects on Facebook, Twitter, Instagram, LinkedIn and Google+.

• Review analytics on Facebook, Twitter, Instagram, LinkedIn and Google+ to measure post success and adjust accordingly.

Objective No. 2 — Drive traffic to the website and get 20 percent of all visitors to respond to calls to action for more information and email newsletter subscriptions

Tactics:

• Promote social media posts that link back to the website

• Use Google Adwords to attract people to the website and sign up for email subscriptions

• Invite the public to send questions or sign up to volunteer to assist

• Create a landing page on the website explaining what the data project means for the community at large

• Review Wordpress analytics to measure length of web visits and where they were directed from

Objective No. 3 — Solicit feedback and encourage dialogue by attracting at least 100 community members to participate in online and in-person meetings.

Tactics:

• Host a Google Hangout where people see a brief video explaining the project and then discuss it with organizers

• Hold a meeting at the local university where we show a brief video explaining the project, then host a forum discussing the potential of comprehensive data analysis

Objective No. 4 — Explain the project fully to ensure at least 60 percent of those engaging and responding to calls for action display an understanding of the project.

Tactics:

- Fully develop the website with landing pages specific to different audiences, examples of data projects and data news

- Monitor discussions on Facebook, Twitter, Instagram, Linkedin and Google+

- Review the analytics on the explainer page on the website that fully explains what the project is, how it is organized and what it hopes to achieve

- Share examples and the various landing pages on social media networks

- Invite the various audiences to submit questions or sign up to receive more information

- Monitor responses to posed questions and calls to action

Goal No. 2 — Establish strategic partnerships, corporate sponsorships and funding for Fringe Data.

Strategy No. 1 — Gauge interest in Fringe Data by key audiences such as journalists, researchers, government officials and non-profit organizations in order to understand their data needs and their interest in becoming B2B subscribers

Objective No. 1 — Issue a survey to all local journalists, researchers, government officials and non-profit organizations and get at least 60 percent to respond to the survey, agree to have a follow up meeting and sign up for the Fringe Data newsletter

Tactics:

• Send out an online survey that asks the key audiences their perception of data availability in the Virgin Islands and what they would look for in a data portal

• Issue follow-up phone calls to survey recipients to encourage them to complete it

• Send out a targeted email newsletter for these key audiences that provides updates and issues calls to action

• Schedule meetings with respondents to get their perspective of the project and receive feedback

Objective No. 2 — Secure B2B subscriptions with at least one media organization, one research organization, one government agencies and one non-profit organization

• Direct potential B2B subscribers (journalists, researchers, government officials and non-profit organizations) to a landing page on the website explaining how the data portal will funnel information directly to subscribers.

• Include on the website a form for potential B2B subscribers to request a quote.

• Follow up with all survey potential B2B subscribers to see if they ned more information

Strategy No. 2 — Gauge interest in Fringe Data by potential partners and sponsors in order to solicit support and funding for the project.

Objective No. 1 — Secure in-kind donations of office space, Internet connectivity and cloud storage, as well as $300,000 in annual funding.

Tactics:

• Contact and arrange to meet with potential partners such as the Research and Technology Park at the University of the Virgin Islands and the VI Economic Development Authority, which both have connections to companies receiving tax benefits and are required to engage in charitable giving.

• Contact and arrange to meet potential corporate sponsors who might be interested in supporting a data project. Companies such as local technology and data analysis companies.

• Ask potential partners and sponsors to make a financial or supportive commitment on an annual basis, and sign a promissory note that that establishes the parameters of the agreement

• Send a targeted email newsletter for strategic partners and corporate sponsors.

• Develop a landing page specifically for new potential strategic partners and corporate sponsors to show them how they can support the project

Objective No. 2 — Create partnerships with all data collection agencies in the Virgin Islands to enable efficient information sharing

• Contact and set up meetings with data collection organizations and agencies to establish partnerships

• Have strategic partners sign an agreement that establishes the parameters of the partnership

• Issue a targeted email newsletter for strategic partners and corporate sponsors.

• Develop a landing page specifically for strategic partners and corporate sponsors to show them how they can support the project

Objective No. 3 — Achieve at least three key partnerships with regional, national and global news or data organizations that fund or support start ups

Tactics:

• Create a spreadsheet that lists the relevant organizations, their contact information and possible ways they can assist

- Network with leaders and decision makers at these organizations on social media sites like LinkedIn and Twitter

- Invite these organizations to learn more about Fringe Data

- Apply for grants or assistance from these organizations and discuss with them ways to create partnerships and funding mechanisms

RELEVANT PUBLICS AND AUDIENCES

- **Stakeholders** — Potential strategic partners and corporate sponsors such as the Research and Technology Park, the University of the Virgin Islands, the VI Bureau of Economic Research, U.S. Census Bureau, the Knight Foundation, etc). Stakeholders would be reached using tactics outlined under Goal No. 2 to "Establish strategic partnerships, corporate sponsorships and funding for Fringe Data."

  - Stakeholders might have internal roles, such as in strategic planning and structural organization. For example, if the Research and Technology Park decides to incubate the program they would require it be an entity of the University of the Virgin Islands first, which would require some shared leadership.

  - Stakeholders also would have external roles by connecting the organization with resources or opportunities for further support. For instance, the Research and Technology Park and the VI Economic Development Authority might be willing to recommend to connected corporations

that they support Fringe Data. Similarly, national organizations like the Knight Foundation could provide start up funds and logistical support for Fringe Data

- **B2B Audience** — The potential audience of subscribers who would disseminate or utilize data projects by Fringe Data, such as local newspapers and websites (St. Croix Avis, VI Daily News, VI Source, VI Consortium), local television stations (TV 2, WTJX 12, ABC 8), academic researchers (professors at the University of the Virgin Islands, professors at the University of the West Indies, Caribbean researchers across the nation and the world), market researchers (advertising, public relations and consulting companies in the region or targeting the region), government officials (legislatures, commissioners and other key decision makers serving the local area), non-profit organizations in need of data analysis for grant applications (the Women's Coalition, the Community Foundation, Lutheran Social Services, etc.). The B2B audience would be reached using tactics outlined under Goal No. 2 to "Establish strategic partnerships, corporate sponsorships and funding for Fringe Data."

  - The B2B audience would have minimal internal roles. They could, perhaps, be represented on a planning board or committee that takes input from this audience and drives future roles and endeavors

  - The B2B audience would primarily have an external role in that they would subscribe, receive and utilize the data projects being produced by Fringe Data. This is a key external role.

- **Local Community Audience** — The various Virgin Islands publics, including the local native community, the stateside community, people of voting age and up, both men and women, people interested in community development, people involved in technology, educators and people engaged in thought leadership. The local community audience would be reached using tactics outlined in Goal No. 1, to "Establish community buy-in and support of project."

  - The internal role of the local community audience would primarily involve providing guidance on the success and functionality of Fringe Data. Since the idea is to have this information trickle down or directly reach the local community, their experience would have a significant impact on the organization's internal functions. They, too, could be represented on an advisory committee that guides in future planning.

  - The local community's external role would be to consume and utilize the information being produced by Fringe Data, either directly or through one of the B2B subscribers. This is also a key function, as consumption and demand for the information will justify the B2B process.

MEDIA CHOICES

- **Website** — The Fringe Data website will be key to all other media choices. This is where communication in other media will direct people for more information. There will be a landing page designed specifically for the various audiences and publics, which will be easy to find from the homepage, in addition to an explainer page that provides people with more information and example data projects. There will be a landing page for the local community audience to help

achieve Goal No. 1, and a landing page for both the B2B audience and stakeholders, helping to achieve Goal No. 2. The explainer page will serve both goals by providing detailed information on the project.

- **Social Media** — Social media is where we will target the local target audiences, as well as some stakeholders. Facebook groups where various local audiences congregate can be used to share links to the website. Instagram can be used to appeal to the younger audience. Facebook and Instagram will primarily be used to reach the local community audience, furthering Goal No. 1. Twitter, LinkedIn and Google + can be used to reach out to local and national stakeholders. Twitter, LinkedIn and Google + would primarily be used to reach stakeholders and potential partners, furthering Goal No. 2. We would promote some of our posts during the initial campaign to garner followers and spread the word.

- **Email** — There will be three weekly email newsletters, one with general info for a general audience subscribers, one for stakeholder subscribers and another for B2B subscribers. Subscribers, in general, would sign up for email updates through the website. Email newsletters would be used primarily to reach stakeholders and the B2B audience, furthering Goal No. 2.

- **Radio** — Radio is still very popular in the Virgin Islands and other small communities. This is where people discuss the issues of the day, hear from politicians and stay connected. However, we wouldn't utilize radio for advertising in this campaign, as there is no product to promote. What we would do, though, is reach out to radio hosts and managers and try to get on air to talk about the project and the support it needs. This would spark a dialogue with the community about data needs

and the long-term impact of having a stable data resource. Radio would primarily be used to reach the local community audience and furthering Goal No. 1.

- **Print and web news organizations** — There are two daily print newspapers and two daily updated news websites in the Virgin Islands, more than many other communities of similar size. The population of the Virgin Islands is less than 105,000 people. These news outlets would be used similarly to the radio, to start a dialogue. For this campaign, we would look to publish letters to the editor to discuss the data needs of the Virgin Islands and the potential implications of a comprehensive data project. This would attempt to spark discussion in the community and hopefully invoke community-wide brainstorming to how to make it a reality. Print and web news organizations would initially serve to impact the local community audience and depending on the response, would branch out to influence stakeholders and the B2B audience, which would respond positively to community involvement in the project.

COMMUNICATION TOOLS

- **Animated presentations with audio** — One of the easiest ways to explain Fringe data is through an animated presentation with audio, taking the viewer on a journey from issue to process to result and potential. Fringe Data already has a 10 minute long animated presentation in which data trends are explored, a lack of data analysis in the Virgin Islands is illustrated using screenshots and examples, and the potential solution through Fringe Data is presented. The audio goes with the presentation to walk the viewer through the narrative. This can be edited and shortened to provide a quick overview of the project. It can also be separated in to sections, such as one on the issue, one

on the process Fringe Data would employ to solve the issue, and the potential results. Animated presentations can be customized for each target audience. For example, we can feature one explainer animation on the Fringe Data homepage that gives a general overview of the project, then key presentations on each landing page, one that directly addresses the needs of the local community audience, another that shows the benefits for the B2B audience and another that highlights the value strategic partners can find in the project.

- **Infographics** — Static infographics and animated infographics can be used to both explain Fringe Data and to demonstrate its potential. For example, infographics can be used to show the trends in data collection, the amount of available data, the potential that comes with better data analysis (grand funding, economic, public safety, health, etc), and the process used to collect and analyze data. Also as part of the campaign, however, we will want to use infographics and animated infographics to provide examples for the type of data visualizations we will create. For instance, we will want to execute and launch two to three data projects to demonstrate our capabilities. Possible initial data projects could be crime mapping, food consumption and business activity. The explainer infographics can be used as justification for supporting or becoming involved in the project, but they also provide examples of what Fringe Data does. Infographics will be key visual elements in reaching all of the target audiences.

- **Links** — In addition to our own data analysis, we will want to display links to data sets and news relevant to Fringe Data. They can be displayed with a brief explanation so visitors to the website can come to utilize Fringe Data as a repository for independent analysis and links to all original

data sets and data-related news. The links will primarily be used by the B2B audience and by the local community audience. For instance, the B2B audience will be using the site for research and they may want to dig a bit deeper into certain data projects and look directly at the spreadsheets. They also may want to verify some data analysis.

- **Audio** — Audio will primarily be used to supplement presentations and visuals, however, we would also provide downloads for radio appearances where Fringe Data was discussed. Audio featuring guest appearances would primarily be used to communicate with stakeholders interested in tracking progress and seeing how our messages are being communicated to the public.

- **Images** – Most of the images used for Fringe Data would be of infographics and other data visualizations, however, we would also want to add images of news articles written about Fringe Data in a news section.

- **Photos** — Photos used on the website and in email newsletters would be of people working at computers, in office space at the high-tech Research and Technology Park or people crunching numbers in spreadsheets.

COST OF CAMPAIGN

- **Proposed Three-Month Startup Budget**

    - Website development and content writing — $5,000

    - Social media management and email newsletter campaign — $5,000

    - Animated presentation with audio — $3,000

- Three Fringe Data explainer infographics — $7,500

- Three data projects that include written analysis and infographics — $10,000

  - Initially, to build up some data projects we will want to commission several infographics until we can gain enough funding to hire a full-time designer. Visually charges about $2,500 per infographic.

- Outreach with stakeholders, B2B subscribers and the general community — $5,000

- Subscriptions and software — $426

  - $50 a month subscription to Statista, a data retrieval system — $150 for start up

  - $42 a month subscription to infogr.am to customize maps and graphics — $126 for start up

  - Adobe Suite $50 a month — $150 for start up

- Advertising — $900

  - Google Adwords $5 a day for first three months — (7 days a week) $450 for start up

 - Facebook Post Promotion $5 a day for three months — $450 for start up

Total three month start up funding: $36,826

TIMELINE

Campaign preparation — It will take approximately 6 months to prepare before the campaign will be launched. Within that 6 months, the following tasks will need to be completed before the campaign can be executed:

• Completion of website with homepage, explainer page, three audience-targeted landing pages, links to numerous data sets and relevant data news, explainer infographics, data projects, contact details.

• Establish roles for task completion and find contractors where needed

• Finalize formal partnerships with the RTPark, UVI and other data collection groups

• Fundraising to support the campaign

• Establishment of all social media networks that link to one another and the website

• Email newsletter design

• Write content for the website

• Create three explainer infographics

• Complete three data projects

• Write three letters to the editor

• Schedule preliminary meetings with potential B2B customers
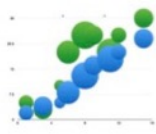
Month One:

- Launch website with sample data projects

- Begin scheduling daily promoted posts that link back to the website

- Begin Google Ads

- Engage in more formal meetings with potential B2B customers

- Meet with potential corporate sponsors

- Send out first email newsletters

Month Two:

- Schedule radio appearances

- Host online chats and in person presentations explaining the project

- Submit letters to the editor

- Continue daily promoted posts that link back to the website

- Continue Google Ads

- Send out second email newsletter

Month Three:

• Reach out to regional, national and global organizations supporting data projects

• Set up meetings with these organizations to establish future partnerships support possibilities

• Continue daily promoted posts that link back to the website

• Continue Google Ads

• Send out third email newsletter

• Meet with B2B companies to establish subscription services

• Meet with stakeholders to finalize future funding and support

EVALUATION PROCESS

GOAL NO. 1 — ESTABLISH COMMUNITY BUY-IN AND SUPPORT OF PROJECT

In order to measure if Goal No. 1 was accomplished by connecting the community with information and promoting a clear understanding we will look at social media engagement, website traffic and feedback. Specifically, we will look at our engagement rates on Facebook, Twitter, Instagram, LinkedIn and Google+, as well as our number of followers. We should achieve an average of 50 percent engagement and at least a 20 percent weekly increase in followers on all platforms. We will also look at which social media posts generated the most hits to the website to evaluate our continued use of social media. Since we will be using Google Adwords to bring people to the website, we will determine if the ads are successful and alter frequency/location as necessary. We will measure sustained interest in the project by evaluating the number and quality of participants in a Google Hangout and in-person meeting at the local university. More important than quantity will be the quality of those participating, meaning how invested they are and their involvement in the community. This can further be measured by the quality of the input and comments received through these venues. In these venues we will also measure the community's understanding of the project and adjust our message accordingly. We will look to attract at least 100 community members to participate in online and in-person meetings. Using Wordpress analytics through our website, we will measure the length

of time spent on the landing page targeting the community and the frequency of clicks to other pages. We will determine if we are effectively promoting the website and using messaging on the website when 20 percent of all visitors respond to calls to action or sign up for email newsletter subscriptions. We will also need to evaluate the various audience's understanding of Fringe Data. This will primarily be done through Wordpress analytics and questions submitted on the website and social media. Website analytics will tell us if people are responding to the designated explainer page and where they go from there. On that page we will invite people to submit questions or comments directly to Fringe Data. We will know we are conveying our message correctly when at least 60 percent of respondents display an understanding of Fringe Data.

GOAL NO. 2 — ESTABLISH STRATEGIC PARTNERSHIPS, CORPORATE SPONSORSHIPS AND FUNDING FOR FRINGE DATA.

We will know we have successfully established relationships with journalists, researchers, government officials and non-profit organizations when we secure B2B subscriptions with at least one media organization, one research group, one government agency and one non-profit organization. Prior to that, we will measure our success reaching this audience by achieving a 60 percent response rate to a targeted survey and accompanying calls to action for meetings and email newsletter subscriptions. We will have successfully reached potential partners and sponsors when we have secured in-kind donations and $300,000 in annual funding. In order to measure our success in

reaching this audience, we will look at landing page analytics and email campaign analytics, as well as gauge support during in-person meetings. We will measure success in reaching data collection agencies through their response to the project and their willingness to receive updates and sign information sharing partnerships. Similarly, we will measure the success of reaching regional, national and global organizations when we have at least three sign on to become involved with the project. Throughout the process of nurturing these relationships, we will review survey results to gauge their interest, measure email campaign analytics to see who is reading through our newsletters. Wordpress analytics will further inform us on whether this audience is following through and visiting the landing page designated for them. We will also look at email analytics and landing page analytics to gauge how many organizations are seeking out more information.

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