



# NEOPB Training Transition Plan for FFY 2016



August 20, 2015

## Overview

In recognition of the need to support training and technical assistance needs of the local health departments (LHD) during the initial implementation of the LHD model and during the transition from the historical use of personal service contract staff used for this service to state civil service staff, the Nutrition Education and Obesity Prevention Branch (NEOPB) of the California Department of Public Health (CDPH) established types of transitional contracts. The first were contracts with seven Training Regional Centers (TRCs). The second was a contract with historical provider of these services, the Public Health Institute (PHI). TRCs were established to deliver regionally tailored SNAP-Ed training and technical assistance, support existing collaborative partnerships, and assist NEOPB and local health departments (LHDs) with media coordination and outreach activities within each of the seven service areas statewide. TRC contracts were due to expire in the spring of this year but NEOPB extended the services to September 30, in part, as a result of the Local Health Department (LHD) TRC Services survey described in the *Training and Technical Assistance* section herein. The State TRC Project Officers are in the process of actively closing-out this contract. NEOPB established the contract with PHI to provide knowledge transfer, training, and technical assistance to State staff for the purpose of building state capacity to support program continuity during this transition period. September 30, 2015 marks the end of all transition contracts that were executed in FFY 2014, namely the PHI non-competitively bid (NCB) and Training Regional Centers (TRCs) contracts.

The LHD model, which was implemented in FFY 2014, continues to ensure SNAP-Ed activities are coordinated with and supported by state-level activities to implement nutrition education and obesity prevention strategies. The LHD model also maximizes resources and allows the state to streamline support services to ensure program fidelity. Additionally, the newly organized and functional NEOPB structure ensures cross-branch coordination and integration of activities on initiatives, programs and projects with internal and external stakeholders, where appropriate.

This report provides an overview of the NEOPB Training Transition Plan (Plan) for FFY 2016 with emphasis on three focal areas for continued support to LHDs and Local Implementing Agencies (LIAs):

1. Training and Technical Assistance (TTA),
2. Coalition and Collaborative Support, and
3. Media, Public Relations Outreach and Coordination

## Training and Technical Assistance

### ***NEOPB Section Description***

The Local Agency Support and Training Development and Support Sections provide leadership, training, and technical assistance to LHDs, other LIAs, partners, and contractors to support and build their capacity to implement programs, policies and environmental change strategies that reinforce healthy eating and physical activity.

The Local Agency Support Section consists of ten project officers who monitor grants for 59 local health departments. The project officers are the primary point of contact to provide technical assistance,

customer service and linkages to resources. Each project officer conducts a minimum of two site visits with each of their assigned local health departments per federal fiscal year to monitor program implementation and provide technical assistance. Staff is responsible for reviewing and approving work plans and budgets, and participates in the planning of statewide meetings and forums.

The Training Development and Support Section consists of twelve trainers who work collaboratively with subject matter experts from across NEOPB to develop and deliver statewide training programs and event planning coordination services to LHDs and LIAs. This work is informed by ongoing collaboration with other State Implementing Agencies (SIAs) and their respective LIAs, and with CDSS to ensure integration and coordination of SNAP-Ed services statewide. Beginning October 1, 2015, the training team will offer training, technical assistance (TTA) and support to each of the seven geographical service areas.

### ***FFY 2016 State Project Summary for Training***

In the 2016 USDA SNAP-Ed Plan, NEOPB proposed to provide SNAP-Ed Trainings statewide to all SIAs and their respective LIAs. The training team will offer trainings informed by various sources including:

- Results of an LHD needs assessment (January 2014) and LHD TRC Survey (January 2015);
- Results of a comprehensive list of SIA requested trainings from CDSS;
- Results of FFY 2016 Integrated Work Plans (IWPs);
- Ongoing feedback from biweekly SNAP 2.0 meetings with CDSS and other SIAs;
- Local Implementing Agency Forum Planning Task Force meetings aimed at supporting LIA implementation of county integrated work plans; and
- Event Evaluation Reports: 2015 Local Implementing Agency Forum (LIAF) and 2014 Project Directors' Meeting (PDM).

### ***Needs Assessments & SIA Feedback***

In addition to SIA requested trainings and state-level SIA meetings that collectively inform strategic planning, NEOPB has incorporated feedback from two needs assessment surveys and results of FFY 2016 Integrated Work Plans (IWPs) to prioritize the development of core trainings for FFY 2016. The LHD Training Survey conducted in January 2014 provides information on interest and need for training as well as information specific to LHD SNAP-Ed program strategies and capacity. The LHD TRC Services Survey captures LHD satisfaction with services provided by the TRCs 9 months into their contracts and assesses LHD TTA support needs moving forward. BY the end of the TRC contracts in September 2016, NEOPB staff will have fully been trained to assume responsibility for the development and delivery of TTA to LHDs.

By the second quarter of FFY 2016, NEOPB, in collaboration with other SIAs and CDSS, will develop, conduct, and analyze a training needs assessment survey to inform statewide multi-year planning.

### ***FFY 2016 Training and Technical Assistance***

#### ***Overview of Trainings***

NEOPB will support SIAs in their implementation of a variety of SNAP-Ed approaches within the framework of the Social Ecological Model by providing a statewide training program accessible to all LIAs and consisting of interactive, evidence-based trainings and website resources. The following is a description of the main train-the-trainer programs proposed for delivery to intermediaries (LIAs). These statewide trainings will be developed to support varying LIA needs based on high-in- demand intervention

topics and will be offered in variety of modalities such as in-person workshops, webinar sessions, and/or online self-paced courses:

A. Outline Representation

1. Trainings that support evidence-based intervention
  - a. Projected for release as indicated
    - i. Retail – Healthy Access (1<sup>st</sup> quarter)
    - ii. Youth Engagement (1<sup>st</sup> quarter)
    - iii. School Wellness (2<sup>nd</sup> quarter)
    - iv. School and Community Gardens (3<sup>rd</sup> quarter)
    - v. Early Childhood Education (2<sup>nd</sup> quarter)
    - vi. Rethink Your Drink (2<sup>nd</sup> quarter)
    - vii. Physical Activity Integration (2<sup>nd</sup> quarter)
  - b. Projected for release in 1<sup>st</sup> or 2<sup>nd</sup> quarter (pre-forum webinar and/or at the LIAF)
    - i. An Overview of the Evaluation Framework
    - ii. Small Steps toward Big Changes: Empowering Communities to Make Sustainable Improvement for Health
  - c. Projected for release in 3<sup>rd</sup> quarter
    - i. Cultural Competency
    - ii. Dietary Guidelines for Americans/MyPlate, includes diabetes prevention education
2. Trainings that support Nutrition Education  
Projected for release in 1<sup>st</sup> quarter
  - a. Learner-Centered Education and Group Facilitation in Nutrition Education (projected for release in 1<sup>st</sup> quarter)
  - b. Direct and Indirect Education Resource Training (projected for release in 2<sup>nd</sup> quarter)
3. Community engagement: Training opportunities to LIAs through the *Partnership Plan Implementation Contract*  
Projected for release in 3<sup>rd</sup> quarter
  - a. Stakeholder and Community Engagement\*
  - b. Action planning and Consensus Building\*
  - c. Group Facilitation and Conflict Resolution\*

\*These are placeholder topics that are subject to change
4. Orientation to SNAP-Ed program and administration  
Projected for release in 1<sup>st</sup> quarter
  - a. SNAP-Ed Program Orientation
  - b. SNAP-Ed Administration Orientation
5. Program evaluation trainings  
Projected for release in 1<sup>st</sup> or 2<sup>nd</sup> quarter (pre-forum webinar and/or at the LIAF)
  - a. Activity Tracking Form (ATF) Process
  - b. RE-AIM Evaluation Framework
  - c. Impact & Outcome Evaluation

B. Table Representation

<b>Projected Release QTR</b>	<b>Category</b>	<b>Topic</b>
1	Support for evidence-based interventions	Retail
1	Support for evidence-based interventions	Youth Engagement
2	Support for evidence-based interventions	School Wellness
2	Support for evidence-based interventions	Early Childhood Education
2	Support for evidence-based interventions	Physical Activity Integration
3	Support for evidence-based interventions	Rethink Your Drink
3	Support for evidence-based interventions	School and Community Gardens
1 and/or 2 Pre-forum webinar and/or at LIAF	Support for evidence-based interventions	An Overview of the Evaluation Framework
1 and/or 2 Pre-forum webinar and/or at LIAF	Support for evidence-based interventions	Small Steps toward Big Changes: Empowering Communities to Make Sustainable Improvement for Health
3	Support for evidence-based interventions	Cultural Competency
3	Support for evidence-based interventions	Dietary Guidelines for Americans/MyPlate (includes diabetes prevention education)
1	Nutrition Education	Learner-Centered Education and Group Facilitation in Nutrition Education
2	Nutrition Education	Direct and Indirect Education Resource Training
3	Community Engagement	Stakeholder and Community Engagement*
3	Community Engagement	Action Planning and Consensus Building*
3	Community Engagement	Group Facilitation and Conflict Resolution*

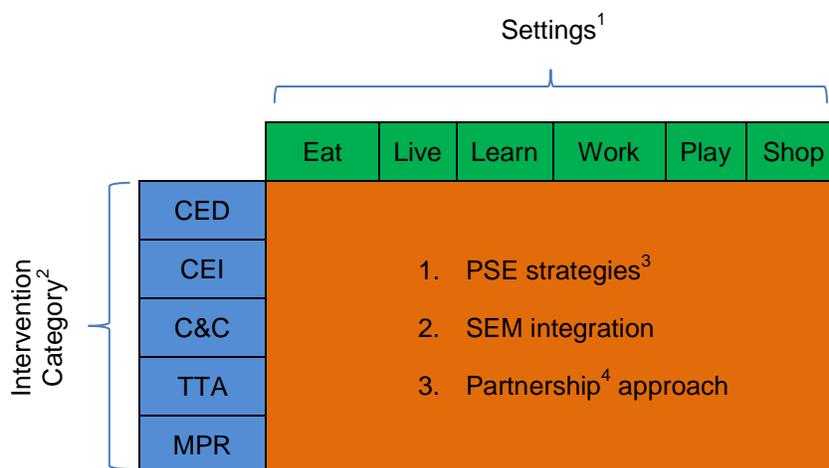
Projected Release QTR	Category	Topic
1	SNAP-Ed Orientation	SNAP-Ed Program Orientation
1	SNAP-Ed Orientation	SNAP-Ed Administration Orientation
1 and/or 2 Pre-forum webinar and/or at LIAF	SNAP-Ed Program Evaluation	Activity Tracking Form (ATF) Process
1 and/or 2 Pre-forum webinar and/or at LIAF	SNAP-Ed Program Evaluation	RE-AIM Evaluation Framework
1 and/or 2 Pre-forum webinar and/or at LIAF	SNAP-Ed Program Evaluation	Impact & Outcome Evaluation

\*These are placeholder topics that are subject to change

### C. Training Development Tool

This tool will be used to develop LIA trainings, and will be particularly relevant for trainings that support evidence-based interventions. This tool can also be used by SIAs and LIAs to ascertain how the training may be of use to their staff and/or program. The tool serves the following specific purposes:

1. As a *codifying tool*, it categorizes trainings on the training webpage and the NEOPB Event Calendar by settings and intervention categories.
2. As a *verification tool*, it ensures that learning objectives and interactive activities engage learners in a meaningful and relevant way by addressing the audience's SIA target populations and target behaviors, and Integrated Work Plans (IWPs).
3. As a *brand-building tool*, it helps develop consistent and targeted State-level messaging about the overall direction of SNAP-Ed in California.



1 = trainers are to identify trainees (SIA representation) and their respective target populations (age groups) in order to address target behaviors;

2 = trainers to recognize role of IWP in the implementation of interventions;

3 = trainers are to reinforce delivery of evidence-based intervention as designed to ensure program fidelity; and

4 = trainers are to promote leveraging resources, including non-SNAP-Ed partners

Intervention Categories Legend: CED = Community/Nutrition Education Direct; CEI = Community/Nutrition Education Indirect; C&C = Coordination and Collaboration; TTA = Training and Technical Assistance; MPR = Media, Social Media, Public Relations and Messaging

### Overview of Web-Based Projects

NEOPB has launched a new streamlined and user-friendly website in April 2015. The training webpage has been updated to align with the launch of training programs planned for release in October 2015. Currently, the training webpage offers national and state produced SNAP-Ed resources, a robust archive of recent webinar recordings, an archive library of trainings and a NEOPB Event Calendar – the central station for searching upcoming trainings. Additionally, all NEOPB-approved training curricula and resources from the transitional contracts will be posted on the website beginning October 2015.

NEOPB will also work with CDSS as they develop their own training website; and in preparation for its launch, LIAs will be informed of the new site location. Until the new CDSS site is launched, LIAs will be able to access the Event Calendar and training resources on the NEOPB SNAP-Ed Training Website.

### Training Technical Assistance (TTA)

- For LHDs: Project Officers (PO) in the Local Agency Support Section are the first point of contact for LHDs to receive NEOPB technical assistance. If needed and depending of the nature of the request, POs communicate with staff from other sections to address LHD needs.
- For LIAs: In order to provide customized training TA with an appreciation for local context, the Training Development and Support (TDAS) Section in NEOPB has staff assigned to each of the seven service areas. TDAS staff will work in collaboration with NEOPB staff from across the branch, and specifically with staff from the Policy, Partnership, and Program Development Section (PPPS) to support particular components of the Partnership Implementation Plan. To foster a local connection and on the ground presence, staff will be able to provide State representation and content expertise at selected county-level and multi-county partnership group meetings and special events. In collaboration with CDSS and other SIAs, NEOPB will develop a protocol for receiving SIA triaged training TA from their respective LIAs. This process ensures

SIA responsibility to provide TA to their LIAs is not duplicated or overridden by NEOPB staff providing training and TA services.

- Beginning in FFY 2016, NEOPB will implement the use of a branch-wide Training and TA Log to document, monitor, assess and provide targeted TA to SIAs and LIAs based on identified needs. The structure of the TA log will take into account SIA collaborative projects and LIA integrated work plan (IWP) goals. This TA mechanism will complement and provide a feedback loop on the formal LIA training needs assessment surveys that are planned to be conducted on annual basis in collaboration with CDSS and other SIAs. The process will be coordinated in conjunction with other NEOPB projects that support LIA partnership building at coalitions and collaboratives. These projects are: 1) the Partnership Plan Implementation (supported by a contract with Brown Miller Communications) and 2) logistical support services for meetings and special events (such as SNAP-Ed Promising Exchanges and Peer Exchange Program) through the expanded CSUS contract.

#### *Logistics and Coordination Services for Multi-County Partnership Group Meetings and Special Events*

NEOPB will continue to provide project management, oversight and content expertise for many of the scheduled events in partnership with the California State University, Sacramento (CSUS) Conference Planning Services (CPS). This existing master contract with CSUS-CPS will be expanded to include logistics and coordination services for multi-county coalitions, collaboratives, and special local events such as SNAP-Ed Promising Exchanges. Services include assistance acquiring meeting locations, and, if needed, meeting facilitation and note taking.

#### *State Staff Representation & Content Expertise*

State staff will provide representation and content expertise at selected county-level and multi-county partnership group meetings (e.g., CNAP groups, multi-county coalitions or collaboratives, etc.) and special events. This may include some combination of staff from the Policy, Partnership, and Program Development, Local Agency Support, and/or Training and Development Sections. Additionally, NEOPB will provide state-assisted sharing of county-level and multi-county partnership group best practices, tools, and special events.

## **Coalition and Collaborative Support**

### ***NEOPB Section Description***

The Policy, Partnership, and Program Development Section (PPPS) consists of two units, the: 1) Policy and Partnership Development and 2) Program and Resource Development units. This section provides content expertise, training, and technical assistance in the areas of nutrition education programs and curricula, community engagement; and policy, systems, and environmental (PSE) change supports. Section staff also facilitates relationships with public and private partners, stakeholders, and advisory bodies, and convene statewide partnership-focused meetings.

NEOPB, utilizing staff from PPPS, continues to support LIAs in the implementation of county-level and multi-county partnerships to advance their respective nutrition, physical activity, and obesity prevention efforts. In the near future, the type and nature of the support will be informed by survey data regarding partnership group status and needs, and will also include regular, facilitated communications among County Nutrition Action Plan (CNAP) Coordinators; as well as training and technical assistance for county-level and multi-county partnership groups. To help facilitate this work, PPPS staff is working with

PHI through its transitional NCB contract in FFY 2015 and Brown Miller Communications in FFY 2015 and 2016 as summarized below.

PHI is contracted to analyze a statewide assessment and inventory of all existing LIA-led/LIA-engaged county-level and multi-county partnership groups (such as CNAP groups, etc.); create a county-level partnerships fact sheet template; and produce a summary of all county-level partnerships into a statewide fact sheet.

The results of the survey will be used to inform the facilitated communication, training, and technical assistance provided by NEOPB staff and Brown Miller Communications. The county-level partnerships fact sheet template will be made available for local use and customization, as a tool to help promote county-level partnership group activities and communication of priorities. The statewide county-level partnership group factsheet will be used to help build awareness about and promote the work of these groups statewide.

### ***Partnership Plan Implementation Contract (June 22, 2015 – June 21, 2017)***

In addition to the NEOPB Partnership Plan and Champion Provider Project support, Brown Miller Communications will provide strategic counsel, technical assistance, and training to support NEOPB staff, as well as LIAs and relevant partners participating in county-level and multi-county partnership groups (including CNAP groups; multi-county collaboratives, etc.) statewide. This will include: semi-quarterly calls, communications and spokesperson trainings, and service area level strategic planning workshops for CNAP Coordinators in selected areas; along with strategic planning and/or communications workshops for up to 6 multi-county partnership groups.

## **Media, Public Relations Outreach and Coordination**

### ***NEOPB Section Description***

The Information and Communications and the State Media and Public Relations Sections provide oversight of media, advertising, public relations and social marketing intervention, consumer and /or social media sites, materials warehousing, ordering and fulfillment, development of intermediary and consumer materials for local agencies and other customers, cultural competency procedures and the evaluation of social marketing interventions and publications to ensure appropriateness for the target audience and evidence basis.

### ***Overview of Services***

The State is the primary lead for media, public relations outreach and coordination for LHDs. No major changes in the delivery of media, public relations outreach and coordination are anticipated beginning October 1.

### ***Media and Public Relations Plans***

The State Media and Public Relations Section provides technical assistance to LHDs on the development of local media and public relations plans. State staff works closely with LHDs to identify technical assistance needs and provide assistance via webinars, teleconferences, and in-person trainings, forums and workshops. State staff will work with the LHDs and the state media vendor for more advanced local needs.

### ***Champion Alliance Program***

The State Media and Public Relations Section connects LIAs with trained Champions for Change spokespeople who have authentic stories to share. The Champion Alliance Program (CAP) is a new effort to connect LIAs with more Champions who reflect the cultural and regional diversity of their target population including parents, pastors, teachers, retailers, farmers, and physicians. CAP partners will conduct outreach through communication channels including web, social media, workshops and event support within the Latino, African American and Asian communities.

### ***Signature Events and Public Relations Materials***

State staff will continue to develop public relations materials for signature events with assistance from the state media vendor. The state will hold webinars with LHDs for each signature event to introduce tailored messages and materials, and provide technical assistance. State staff will work with the LHDs and the state media vendor for more advanced local needs

### ***Train-the-trainer Spokesperson Training***

The state will also provide LHDs and LIAs with train-the-trainer tools, resources and message coaching to spokespeople for media interview opportunities. State staff will work with the LHDs and the state media vendor for more advanced local needs.

### ***Nutrition Education Materials List***

The State maintains the approved Nutrition Education Materials List for LIA use. At the SIA-level, NEOPB will participate in a sub workgroup for integrating SIA Nutrition Education Material lists into one centralized list for LIA use.

### ***Annual Media Flow Charts***

The state will provide LHDs with regional media flow charts for state media buy in all designated market areas on an annual basis. State staff will plan and deliver webinars to LHDs to provide further technical assistance on the media buy, added-value opportunities like radio remotes, street team events, and other promotional opportunities.

### ***Web Storefront***

The state operates a Web storefront for LHDs and SIAs to fulfill requests for nutrition education materials such as brochures, posters, kits, and DVDs that can be used with SNAP-Ed interventions. State staff provide technical assistance to LHDs and SIAs on how to use the online ordering system, manage inventories, or download products. State staff plan and deliver webinars on the online ordering system including new materials, reprints, translations, electronic formats and customer service features.

### ***Technical Assistance***

NEOPB will provide technical assistance on added-value media opportunities such as radio remotes and street team events.

## **Summary**

The NEOPB Training Transition Plan (Plan) will be implemented as of October 1, 2015. The Plan outlines State-level planning, services and local support mechanisms for providing services to LIAs and

specifically addresses the topic areas of 1) Training and Technical Assistance, 2) Coalition and Collaborative Support, and 3) Media, Public Relations Outreach and Coordination.

LIA training and technical assistance needs will be annually assessed in preparation for multi-year planning purposes. In FFY 2016, NEOPB will offer an array of core training programs designed, in part, to address LIA IWP training needs and all LIAs will be able search and register for trainings on the Event Calendar on the NEOPB website. Beginning October 1, 2015, the training team will offer training technical assistance and support to each of the seven service areas in an official capacity. Additionally, State staff will travel more frequently to partake in and support coalition and collaborative activities. NEOPB will continue to facilitate relationships with public and private partners, stakeholders and advisory bodies and convene statewide partnership-focused meetings.

NEOPB's new functional structure ensures cross-branch coordination and integration of activities, on initiatives, programs and projects with internal and external stakeholders, where appropriate. The LHD model, which has been recognized as a noteworthy initiative in the FNS USDA 2015 Management Evaluation report, continues to ensure program service. LHDs are, therefore, positioned to be a strong connector with LIAs and other community-based partners.

With input from CDSS, SIAs and other partners, we envision that trainings and TA offered by NEOPB will help facilitate a shared understanding of SNAP-Ed program delivery and evaluation, which in turn, will enrich customer service to LIAs and SIAs.