



**California Supplemental Nutrition Assistance  
Program Education (SNAP-Ed)**

**FEDERAL FISCAL YEAR 2018 MEDIA AND COMMUNICATIONS PLAN**



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## Executive Summary

Improving nutrition and physical activity behaviors still remains one of the most complex problems public health has ever faced. Despite significant progress toward these health outcomes, California is still moving in the wrong direction. Although California is one of the healthiest states in the nation, the bar set by the rest of the country is too low, making the risks to California and its sizable population, especially that of low socioeconomic status (SES), too high. To address these needs, the California Department of Public Health (CDPH) and its media and communications contractor, Rescue Agency, have developed a strategic 2018 Media and Communications Plan (MCP) for the Champions for Change Program that will occur in phases over the next three years. Various partners such as the California Department of Social Services (CDSS), California Department of Aging (CDA), UC CalFresh, Catholic Charities of California (CCC) and other stakeholders will have the opportunity to provide input and feedback to this plan in addition to key deliverables during the course of the three year contract.

While this MCP is intended to focus on Federal Fiscal Year (FFY) 2018, it is important to understand the objectives for the future years. The vision for the Champions for Change Program is to shift from a social marketing effort designed to build awareness of positive health behaviors to a comprehensive, integrated behavior change movement that initiates action among specific target populations, community stakeholders, LIAs, and SIAs. Rescue's comprehensive vision and strategy is founded on four essential pillars. These proposed pillars (below), summarized in greater detail in a diagram and narrative within the body of the media and communications plan, will be built over the next three years and require close coordination with CDPH, SIAs, and LIAs in order to be successful.

- Pillar 1: Tailor and Target to Segmented Subpopulations
- Pillar 2: Move Messaging from “What” to “How”
- Pillar 3: Integrate Communications with Policy, System, and Environmental Change (PSE) efforts and Direct Education
- Pillar 4: Elevate Measurement from Awareness to Engagement

While many Americans are choosing to live more healthfully, low-income people are being left behind. The Champions for Change Program is in a unique position to create a movement towards health for the most vulnerable Californians. By weaving the strategic pillars mentioned above into the MCP for FFY 2018 and subsequent years, Rescue, CDPH, LIAs and SIAs will be able to bring the movement to life. As described throughout the following MCP, specialized strategies are required to motivate individuals to not only change a brand preference or gain brand awareness, but to change how they shop, learn, eat, live, work and play. The FFY 2018 strategy for the Champions for Change Program is laying the groundwork for the paradigm shift that will result in a statewide movement that creates healthier low-income youth and adults across California.

## Background

In October 2017, Rescue Agency, the media and communications contractor for the California Department of Public Health (CDPH), spearheaded the development of a new Media and Communications Plan (MCP) for the Champions for Change Program. The MCP was developed through a highly participatory process that brought together key cross-functional partners from key NEOPB staff, SIAs and key staff from Rescue.

Key stakeholders participated in a series of strategic planning meetings to discuss and evaluate the following:

- Past performance and current goals and objectives for California Supplemental Nutrition Assistance Program Education (SNAP-Ed), specifically for digital media, public relations, local outreach efforts, Champions Alliance Program, website, creative, and social media efforts;
- Current strengths of the Champions for Change Program and how it can eventually evolve into a more tailored, targeted approach to reach population segments (FFY 2019 focus);
- The opportunity to integrate communications with policy, systems, and environmental change (PSE) efforts and direct education;
- Ability to create a more comprehensive and integrated movement that drives engagement and stimulates action among specific target populations; and
- Specific desired outcomes and measurements to track the progress of each outcome.

The following MCP, drafted by Rescue and to be reviewed and approved by CDPH staff, is intended to guide the Champions for Change Program media and communications campaign during FFY 2018.

As a new CDPH contractor in its first year, Rescue will adapt the existing “Be Better” campaign that was originally developed and implemented by the former media and communications contractor. The adapted “Be Better” campaign will launch on April 1, 2018 with a focus on expanding the variety of creative executions. The MCP will be updated annually following the completion of FFY 2018 to include completely new creative in FFY 2019 and 2020.

The MCP will highlight the development of new mass media campaigns, including new creative executions, highly targeted and tailored messaging, and ample opportunities to integrate and elevate current PSE and Champion efforts.

# California SNAP-Ed's Goals and Objectives

Rescue will develop and implement a comprehensive social marketing campaign to support the Champions for Change Program. Rescue recognizes the importance of CDPH's nutrition education efforts for the millions of low-income individuals across California. At its core, SNAP-Ed is an evidence-based program that helps people lead healthier lives. SNAP-Ed teaches people using or eligible for SNAP about good nutrition and how to make their food dollars stretch further. SNAP-Ed participants also learn to be physically active. SNAP-Ed's priority is to improve nutrition and prevent or reduce diet-related chronic disease and obesity among its audience. However, everyday low-income Californians are inundated by sophisticated marketing efforts from companies that promote unhealthy foods, such as sugary beverages, fast food, and empty-calorie snacks. Due to this fierce competition and its large-scale budgets, CDPH's campaign design must replicate the sophisticated, engaging, and efficient aspects of those marketing efforts with the resources it has to successfully turn the tide. This social marketing campaign is designed to support California SNAP-Ed's goals of preventing additional increases in obesity rates and related chronic diseases among California's low-income populations.

More specifically, this statewide media and communications plan will directly contribute to the following California SNAP-Ed goals and objectives:

## **Goal 1:** Increase Consumption of Healthy Foods and Beverages and Decrease Consumption of Unhealthy Foods and Beverages

**Objective 1a:** By September 30, 2019, improve the dietary quality of meals and snacks consumed by the SNAP-Ed eligible population (consistent with the current Dietary Guidelines for Americans) by 3%.

**Objective 1b:** By September 30, 2019, increase consumption of fruits and vegetables among the SNAP-Ed eligible population by 3%.

**Objective 1c:** By September 30, 2019, decrease consumption of added sugar from food and beverages among the SNAP-Ed eligible population by 3%.

## **Goal 2:** Increase Physical Activity

**Objective 2:** By September 30, 2019, increase time spent in physical activity among the SNAP-Ed eligible population by 3% (consistent with the current Physical Activity Guidelines for Americans).

## **Goal 3:** Improve Food Resource Management

**Objective 3:** Annually at least 30% of surveyed SNAP-Ed adult resource management participants report increased food security<sup>1</sup>.

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1. Defined as not running out of food at the end of the month.

Rescue will align with California SNAP-Ed's goals and objectives by establishing the following operational goals for FFY 2018:

**Operational Goal 1:** Expand Creative Messaging and Variety

- Wherever possible, utilize the existing “Be Better” materials that coincide with the overall proposed strategy; and
- Add to the existing “Be Better” creative to increase the variety of healthy-living behaviors and foods promoted.

**Operational Goal 2:** Introduce Engagement-Focused Media Channels to Add Impact to Awareness Campaign

- Test new strategies that will eventually play a larger, more pivotal role in FFY 2019 (i.e. events-in-a-box);
- Introduce a strategic media planning framework and the reach and targeting power of online advertising by allocating higher proportions of the budget to digital and social media;
- Experiment with paid social media placements with plans to further refine targeting, ad formats, and to inform future creative development; and
- Experiment with content types on Facebook to inform the approach for FFY 2019 as well as further research tactics on Twitter, Instagram and Pinterest.

**Operational Goal 3:** Build Infrastructure to Support More Targeted Engagement in FFY 2019

- Establish the systems, templates, and processes needed for an active and engaging social media presence with open and ongoing communication between Rescue and CDPH; and
- Lay fundamental groundwork and build the infrastructure to support more robust and innovative tactics around the Champions Program, Mobile Texting Program, and local events in FFY 2019.

These goals will guide FFY 2018 planning. Additionally, in order to transition to a future vision of more tailored, targeted messages and marketing in FFY 2019 and beyond, CDPH and Rescue will implement and apply future segmentation research to inform creative and messaging strategies. Public health literature supports a focus on tailoring creative and media messages. More frequently, campaigns are expanding beyond using traditional health behavior theories, such as the transtheoretical or health belief models, to include tailoring based on cultural variables<sup>2</sup>, social support<sup>3</sup>, and concepts such as the teachable moment<sup>4</sup>.

These increasingly sophisticated studies continue to support the idea that tailoring is effective at changing important health behaviors and that increasing the intensity of tailored communications is more effective than less intensive tailoring<sup>5</sup>.

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2. Kreuter MW, Wray R.J. Tailored and targeted health communication: Strategies for enhancing information relevance. *American Journal of Health Behavior*. 2003;27:S227–S232.

3. Campbell, M. K., Tessaro, I., DeVellis, B., Benedict, S., Kelsey, K., Belton, L., & Sanhueza, A. (2002). Effects of a tailored health promotion program for female blue-collar workers: Health Works for Women. *Preventive Medicine: An International Journal Devoted to Practice and Theory*, 34(3), 313-323.

4. Fish, L.J. (2006). Capitalizing on the teachable moment: Improving the effectiveness of self-help smoking cessation interventions. Doctoral dissertation submitted to the University of North Carolina at Chapel Hill.

5. Evans, W. D., & Hastings, G. (2008). Public health branding: recognition, promise, and delivery of healthy lifestyles. In W. D. Evans & G. Hastings (Eds.), *Public health branding* (pp. 3–24). Oxford: Oxford University Press.

Over the next year, a new segmentation model will be developed. This means there will be different audience segments within each of the CDPH target audiences that have unique values, interests, needs, and behaviors to address. Segmentation provides the opportunity to speak more directly to each targeted audience. Rescue is working with CDPH on this segmentation study, which will be completed by early 2018. The data from this study will inform the new creative material and messaging for the FFY 2019 Champions for Change Program media campaign.

Based on the outcomes of the segmentation study, Rescue will develop in-depth profiles and personas to better understand the highest risk and biggest impact audience segments. By targeting and tailoring Champions for Change Program creative material, Rescue can help CDPH better apply social marketing best practices, leading to higher levels of engagement and impact.

In addition to the refined targeting segmentation will provide, Rescue will utilize a sophisticated media targeting approach to qualify target populations across traditional (TV, Radio, Out of Home) and digital media.

### **Targeting the Media Buy**

Rescue will develop hyper-local media strategies using data and insights to understand individual markets, geographies, and culture. Using common planning tools such as Geoscape, Geopath, Scarborough, Simmons, Strata, Nielsen, ComScore, and Telmar, Rescue will find the balance between local relevance and marketing efficiencies across the designated market areas (DMAs).

### **TV Qualifying Data**

Tools such as Strata, Scarborough, and Nielsen Data will be used to qualify and prioritize TV stations and programming off of delivery and audience composition. Simmons is also used to evaluate programming selection to reach diverse audiences.

### **Radio Qualifying Data**

Terrestrial radio is qualified through Scarborough data for audience compositions and the U.S. Census American Communities Survey (ACS) data is used to geo-target digital radio. Online radio employs the 2011 – 2015 ACS data tables to identify diverse audiences living in zip codes with 50% or more of the population living at or below 185% of the federal poverty level (FPL). In-language ads are served within zip codes where specific thresholds of race, ethnicity and/or language dominance are met relative to the overall population density of the designated market area.

### **Digital Qualifying Data**

For digital media buying, ACS 2011 – 2015 census tract data, in addition to vendor tools such as ComScore, Nielsen and Epsilon data, will be used to identify audiences that have 50% or more of the tract population living at or below 185% of the FPL. Other demographic data includes age (18 – 54), gender (both male and female), households in census tracts with 50% of household income at or below 185% FPL, race/ethnicity with the following behavioral data which is applied for digital advertising buys in both English and Spanish. Digital vendors target low-income audiences by specific shopping and purchase behaviors (listed below) in addition to the demographic layers mentioned above:

- Heavy purchasers of packaged goods, processed foods, sugary beverages, frozen meals, junk foods and candy;
- Heavy consumers of fast food including those who eat at McDonalds, Burger King and YUM! Brands;
- Purchasers of baby products such as baby diapers, wipes and strollers;
- Discount store shoppers including Dollar Tree, Target, Walmart, Smart&Final, and Food4Less; and
- Individuals with heavy digital and print coupon use.

Digital vendors may also target low-income audiences using additional search behaviors below in addition to the previously mentioned demographic layers:

- Individuals researching diseases associated with obesity; type 2 diabetes, heart disease, cancer, stroke, etc.;
- Individuals searching the web for quick and easy recipes; and
- Individuals searching the web for healthy living, healthy eating, physical activity.

### **Outdoor Qualifying Data**

Planning tools such as Geopath or Geoscape will be used. These tools employ Esri demographics and the ACS data set for 2011 – 2015 with 50% or more of the population living in census tracts at or below 185% of the federal poverty level. Esri demographics helps to understand the unique characteristics of a population based on a specific location. Linguistic nuances are accounted for at the hyper-local level when specific thresholds of race or ethnicity are met within Latino or Asian communities relative to the overall population density of the designated market area.

### **Monitoring**

CDPH will review all mediums contained in the media buy on a quarterly basis to ensure targeting qualifications are met and optimized wherever possible.

## **The Challenging Landscape**

Maintaining a healthy diet and physical activity rate is difficult for many individuals, but particularly burdensome for those in low-income households. Counties with higher poverty rates have higher incidence of obesity and type 2 diabetes. Food costs, access to healthy foods, and challenging lifestyles are all well-documented barriers to maintaining a healthy diet and an active lifestyle.

In the United States, the poorest 20% of households spend between 28.8% and 42.6% of their annual pre-tax income on food, compared to the wealthiest 20%, who spend between 6.5% and 9.2% of their income on food<sup>6</sup>. High sugar and high fat foods provide the most energy at the lowest cost and their high caloric content is associated with rising obesity rates. A meta analysis of studies on the cost of healthy foods across 10 countries, including the U.S., concluded that eating healthier food costs around \$1.50 more per day<sup>7</sup>.

In addition to cost, access to healthy food is also an issue for many Americans. In California, 13.5% of children live in households that are “food insecure,” meaning they lack access to healthy food for a variety of reasons including cost and proximity. In total, nearly one million Californians do not live near a full-service supermarket; these areas are often referred to as food deserts.

Nearly half of all individuals living in food deserts are also low-income<sup>8</sup>. Limited access to full-service supermarkets is often exacerbated by a higher prevalence of convenience stores and fast food restaurants in these neighborhoods, which are both additional factors related to increased obesity risk<sup>9</sup>.

6. Drewnowski, Adam, and Nicole Darmon. “Food Choices and Diet Costs: an Economic Analysis.” *The Journal of Nutrition*. N.p., n.d. Web. 20 June 2017.

7. “Percent of Income Spent on Food Falls as Income Rises.” USDA ERS - Percent of Income Spent on Food Falls as Income Rises. N.p., n.d. Web. 20 June 2017.

8. Mayuree Rao, Ashkan Afshin, et. Al, “Do healthier foods and diet patterns cost more than less healthy options? A systematic review and meta analysis. 2013.

9. “Nearly 1 million Californians living in ‘food deserts’” *California Watch*. N.p., n.d. Web. 20 June 2017.

Other factors that create a challenging context for individuals to practice healthy food and exercise habits include work life, immigrant status, and built environments<sup>10</sup>. Work stress is a known risk factor for diabetes, and working more than 40 hours a week is associated with time-related barriers to eating healthy in young adult males and females. In females, the same association is also found for those who are working part-time<sup>11</sup>. Working long or irregular hours often results in individuals having less time to make meals, maintain a regular meal pattern, or eat a meal with their family<sup>12</sup>. Additionally, immigrant households are more likely to be at risk for food insecurity than households with U.S.-born mothers. For most immigrants, the longer they remain in the U.S., the higher their mortality rates are due to the adoption of habits such as consuming high calorie diets and assuming more sedentary lifestyles<sup>13</sup>.

Finally, built environments have a large impact on individuals' activity levels. Adults who live in more walkable neighborhoods are more likely to walk or cycle for transportation and be more physically active compared to those who live in less walkable areas. Additionally, children and adolescents who live near parks, playgrounds, or other recreation areas have increased levels of physical activity, and lower risk of overweight or obesity<sup>14</sup>.

Adding to the headwinds for any low-income household is the barrage of food marketing messages they receive every day. Nearly \$2 billion is spent annually to market foods and beverages to children and adolescents in the United States<sup>15</sup>. Food marketing is more prevalent in Black and Latino neighborhoods, and the difference between food marketing in general markets and food marketing in multicultural areas with low socioeconomic status (SES) populations is staggering. Black children see twice as many calories advertised in fast food commercials as white children<sup>16</sup>.

The products most frequently marketed to blacks are high-calorie, low-nutrition foods and beverages. Billboards and other forms of outdoor advertisements, which often promote foods of low nutritional value, are 13 times denser in predominantly black neighborhoods than they are in white neighborhoods<sup>17</sup>. Latinos are also a major target audience for food marketers, particularly due to their population growth and relative spending power. Studies have found that 84 percent of youth-targeted food advertising on Spanish-language TV promotes food of low nutritional value. Between 2010 and 2013, fast food restaurants increased their overall advertising expenditures on Spanish-language TV by eight percent. Latino preschoolers viewed almost one fast food ad on Spanish-language TV every day in 2013, a 16 percent increase from 2010<sup>18</sup>.

In addition, low-income Latino neighborhoods have up to nine times the density of outdoor advertising for fast food and sugary drinks as high-income white neighborhoods, and Latino children are more likely to attend a school that is close to fast-food restaurants and convenience stores<sup>19</sup>.

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10. Hernandez, Lyla, and Dan Blazer. "Genes, Behavior, and the Social Environment: Moving Beyond the Nature/Nurture Debate." Institute of Medicine (US) Committee on Assessing Interactions Among Social, Behavioral, and Genetic Factors in Health.

11. "Toxic Food Environment." Obesity Prevention Source. N.p., 13 Apr. 2016. Web. 20 June 2017.

12. Escoto, Kamisha Hamilton, Melissa Nelson Laska, Nicole Larson, Dianne Neumark-Sztainer, and Peter J. Hannan. "Work Hours and Perceived Time Barriers to Healthful Eating Among Young Adults." American journal of health behavior. U.S. National Library of Medicine, Nov. 2012. Web. 20 June 2017.

13. Levine, James A. "Poverty and Obesity in the U.S." Diabetes. American Diabetes Association, Nov. 2011. Web. 20 June 2017.

14. Tavernise, Sabrina. "The Health Toll of Immigration." The New York Times. The New York Times, 18 May 2013. Web. 20 June 2017.

15. Sallis, James F., and Karen Glanz. "Physical Activity and Food Environments: Solutions to the Obesity Epidemic." The Milbank Quarterly. Blackwell Publishing Inc, Mar. 2009. Web. 20 June 2017.

16. Institute of Medicine. Food Marketing to Children: Threat or Opportunity? Washington, DC: National Academies Press, 2006.

17. Harris JL, Schwartz MB, Brownell KD, et al. Fast food FACTS: Evaluating fast food nutrition and marketing to youth. Hartford, CT: University of Connecticut, Rudd Center for Food Policy and Obesity, 2010.

18. Yancey AK, Cole BL, Brown R, et al. A cross-sectional prevalence study of ethnically targeted and general audience outdoor-related advertising. Milbank Q, 2009; 87(1): 155-184, 2009.

19. Harris JL, Schwartz MB, Munsell CR, et al. Fast Food FACTS 2013: Measuring Progress in Nutrition and Marketing to Children and Teens. Hartford, CT: Rudd Center for Food Policy & Obesity, University of Connecticut, 2013.

While the food marketing statistics targeted to children are more widely reported due to a child's inherent vulnerability, the same ubiquity in junk food marketing and access has an impact on the health of adults as well. In order to make an impact on the health of low SES Californians, CDPH's campaign efforts must not only reach the intended target audiences, they must break through a crowded and noisy marketplace of compromising health messages.

## Progress to Date

Despite the challenging landscape since establishing the Champions for Change Program in 2007, CDPH has been successful in growing brand awareness among its target audience. Focus group testing as recent as March 2015 has confirmed that target audience feedback regarding the social marketing campaign was positive overall and had strong associations with the brand including hope, health, help, change and community. Within the last few years, the Champions for Change Program marketing efforts have delivered billions of advertising impressions across its television, print, out-of-home (OOH), and public relations (PR) efforts. However, despite the positive campaign reception and broad reach, progress towards the health outcomes in California was still moving in the wrong direction as recently as 2015. Adult obesity rates in California increased from 23.1% in 2007 to 24.2% in 2015; adult hypertension rates increased from 27.2% to 28.5% in 2015; adult diabetes rates increased from 7.6% in 2007 to 10% in 2015<sup>20</sup>. Given these trends, it is predicted that heart disease cases in California will go from 1,876,680 in 2010 to 8,429,796 in 2030, an increase of 349%. Additionally, it is estimated that obesity-related cancer cases will increase from 505,825 to 1,251,371 in 2030, an increase of 141%<sup>21</sup>. While California is one of the healthiest states in the nation, the bar set by the rest of the country is too low and the risks to California and its sizable population, especially of low SES, is simply too high. Never has the Champions for Change social marketing campaign been more critical.

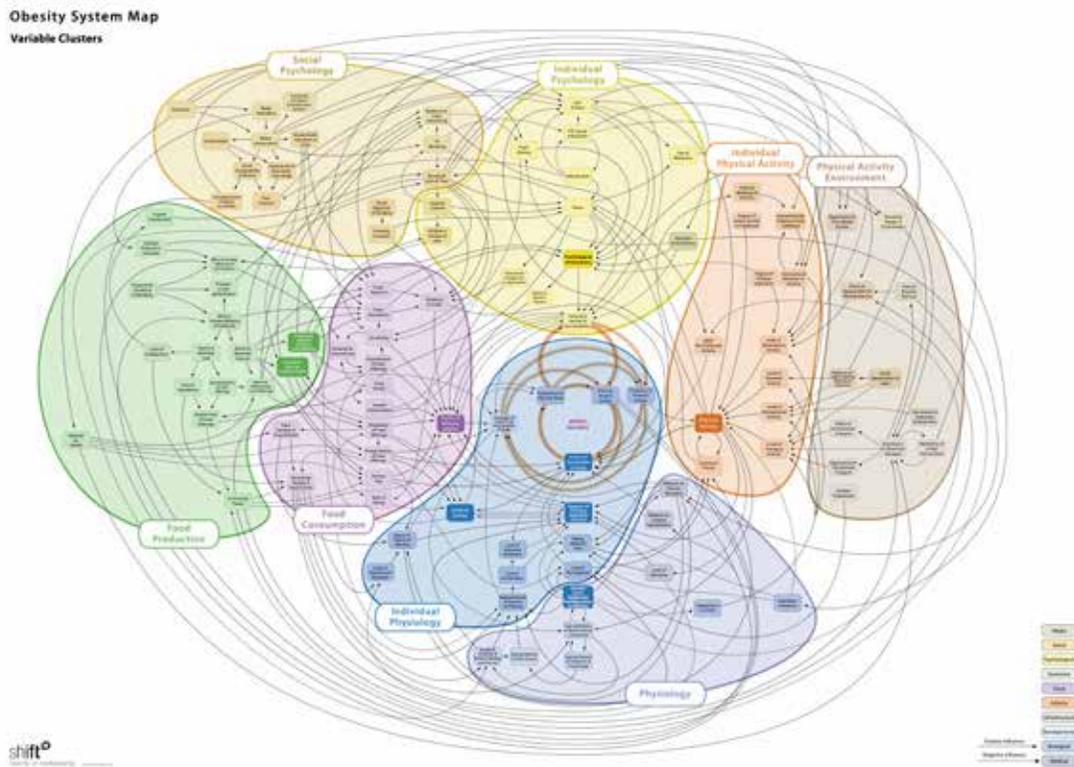
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20. Bridging the Gap and Salud America!, Healthier Marketing and Latino Kids, Issue Brief August 2013.

21. The State of Obesity: Better Policies for a Healthier America, 2016; Trust for America's Health, Robert Wood Johnson Foundation.

# The Future Approach

Notwithstanding the previous success of the Champions for Change Program, improving nutrition and physical activity behaviors still remains one of the most complex problems public health has ever faced. Unlike smoking or drug use, there isn't just one behavior that people can do to live healthier. For example, drinking water or walking for 30 minutes a day may be irrelevant to someone who already does it. In addition, certain behaviors are more realistic to some people compared to others. Whether it is due to income, access, ability, or even allergies, a single nutrition or physical activity behavior could be impossible for many to perform. In addition to these barriers, motivation across behaviors varies greatly. While a particular individual may only require a small nudge to start taking a fitness class, another may consider the idea of physical activity impossible. This complexity is well represented in ShiftN's Obesity System Map, which has become a constant reminder of the daunting challenge obesity prevention truly is.



ShiftN's Obesity System Map illustrates the complex environmental, behavioral, and physical factors that contribute to obesity. An individual's psychology, social psychology, individual activity, activity environment, food consumption, food production, and individual physiology represent hundreds of variables that directly or indirectly influence the causation of obesity.

Given the hundreds of variables that impact obesity, it is not surprising that CDPH and its LIAs have dozens of programs, materials, messages, brands, and other efforts to address this complex problem. From the statewide media campaign, the Champions for Change Program, to the local PSE efforts, the complexity of the problem is mirrored in the complexity of the strategy being used to address it.

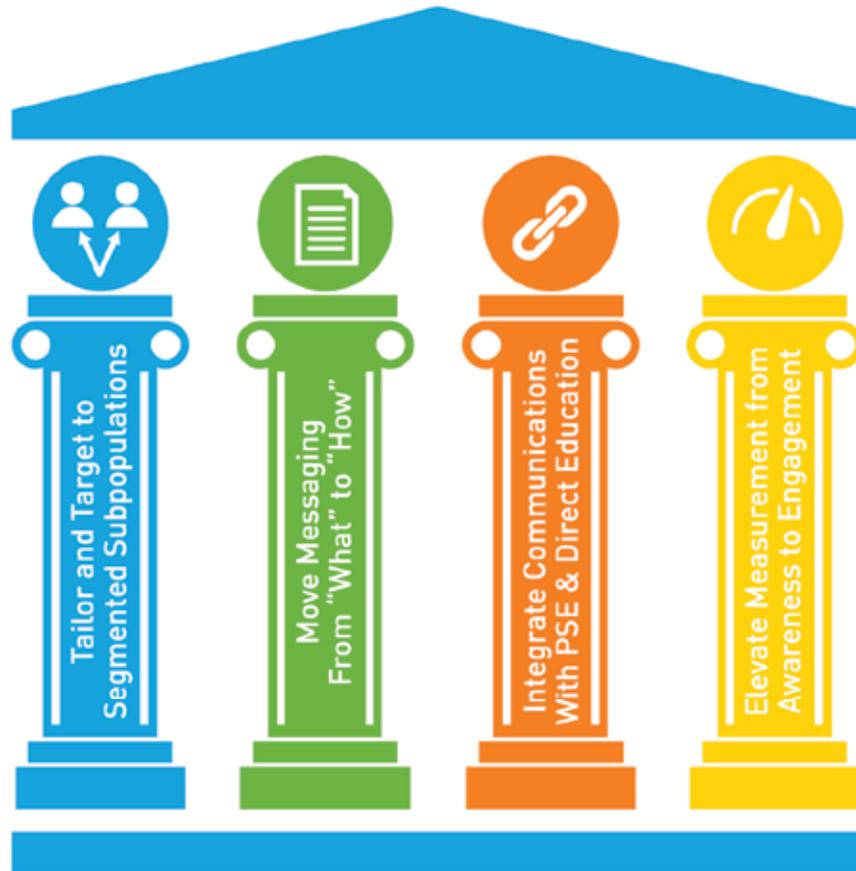
This complexity, however, presents a huge challenge. There has been a tremendous effort and admirable accomplishments that have set the foundation for this new media and communications contract. To build upon these successes, Rescue aims to ensure LIAs, community partners, and low-income Californians are getting a clear and unified message. Of course, there are direct education initiatives that are driving individual level changes, policies being enacted that are incrementally creating healthier communities, and statewide media efforts that are encouraging individuals to make a change, but these efforts are not benefiting from each other's success. From the audience's perspective, there are not enough clear and visible connections between local and statewide efforts for them to see these as a single movement in California.

While CDPH's investment in another three-year social marketing campaign represents a significant effort against obesity in California, public health messages are competing for consumers' attention in a marketplace full of sophisticated advertising for unhealthy foods. A successful campaign will need to move beyond simply telling people to live healthier, by showing them how healthy living can fit within their lifestyle, engaging them in educational experiences, and connecting them with local efforts to try new health behaviors in an easy way. This requires a tailored, targeted, and integrated strategy designed to not only promote a healthy lifestyle, but to sell health as desirable, aspirational, and accessible to the same vulnerable populations that are constantly hearing from unhealthy food marketers. Showing healthy looking people doing healthy activities is not enough to change behaviors. Rescue and CDPH must seek to understand the identity, barriers, culture, and environment of low-income Californians and coach them towards a healthier lifestyle. Together, Rescue and CDPH must also connect the dots between the dollars spent on mass media and communications efforts with the efforts on the ground, which align with CDPH's larger strategies to impact PSE efforts while delivering direct education. In order to take the next step in changing health behavior trends in California, the Champions for Change Program must evolve over time into a statewide movement.

The evolution of the Champions for Change Program will occur in phases over the next three years. While this MCP is intended to focus on FFY 2018, it is important to understand the objectives for each phase.

Rescue's strategy to transform the Champions for Change Program from a campaign to a movement consists of four pillars that will inform all strategic planning, creative development, media planning, public relations, and events. These proposed pillars, as summarized in the diagram on the following page, will be built over time, and require close coordination with CDPH, LIAs, SIAs, and other key stakeholders to be successful.

# THE MOVEMENT



## **The Transitional Year - FFY 2018: Strengthen and Optimize Existing “Be Better” Creative**

In FFY 2018, Rescue will refine and develop a strategic infrastructure and foundation for future years. Rescue and CDPH have worked together to define key focus areas for FFY 2018 to establish building blocks to support even greater change in FFY 2019 and FFY 2020. As part of strengthening and optimizing existing “Be Better” creative, Rescue will:

- **Add Messaging Focused on the “How”** – Most low-income Californians already know they should live healthy, they just don’t know how to fit those behaviors into their lives. As part of the long-term plan to move messaging from “what” to “how,” this will be addressed by adding new “Be Better” campaign messaging that shows the audience how they can realistically live healthier. Provided that creative messaging for FFY 2018 will rely on the “Be Better” campaign, Rescue will make incremental changes to the creative wherever possible to reflect this approach. Rescue will pilot and test a few areas to incorporate this messaging in local level efforts and public relations.
- **Elevate Measurement from Awareness to Engagement** – To transform the Champions for Change Program from a campaign to a movement, the current priority metrics from traditional advertising metrics must be elevated; for example, elevating impressions and awareness, to movement metrics, such as engagement. This does not mean that awareness isn’t important (campaigns don’t usually impact people that aren’t aware of them). Simply put, awareness

shouldn't be singled out as the most important metric, and should be analyzed in conjunction with other campaign metrics like exploratory engagement (the audience is compelled to explore the content - click, watch a video, click through a carousel ad, search for more information, etc.) and active engagement (deliberately interacting with the message - complete a digital experience, attend an event, engage with a Champion, share or post on social media, etc.). While this sounds like a subtle shift, it creates powerful ripples through the campaign audiences. By shifting the mentality toward behavioral outcomes, channels that are most likely to make people take action are prioritized.

### **FFY 2019: Build and Establish the Champions for Change Movement**

By FFY 2019, the plan is to evolve the Champions for Change Media and Communications Campaign from an effort designed to maximize impressions and awareness towards a comprehensive and integrated movement that drives engagement and stimulates action among specific target populations. To build and establish the Champions for Change movement, Rescue and CDPH will:

- **Tailor and Target to Segmented Subpopulations** – As CDPH moves towards a segmented audience, it will be critical that messaging and creative be tailored to each group. Rescue will increase the number of creative pieces previously produced, maximizing each production to capture and produce the largest number of digital and social media creative possible. In FFY 2019, Rescue will develop a new campaign to replace “Be Better,” including new videos, radio ads, outdoor and retail executions, and over a hundred digital and social media assets per year. Creative will be designed for specific audience segments based on the segmentation study being completed in FFY 2019. Rescue will work with CDPH to develop and produce creative materials addressing the unique obstacles that different low-income parents face, such as the cost of healthy foods or pushback from their kids, through tailored and targeted messaging. While the campaign tone will likely stay the same, this shift in messaging will help show the audience exactly how healthy behaviors can fit into their unique lifestyles.
- **Integrate Communications with PSE & Direct Education** – Today, there are hundreds of CDPH-funded SNAP-Ed efforts being executed throughout the state. Unfortunately, the public usually doesn't connect these efforts to each other and to the media campaign, missing an opportunity to create momentum and build brand equity. In addition, many of these PSE efforts could benefit from more marketing support. Rescue will achieve both in FFY 2019 by aligning more efforts at the local level with the statewide media campaign and public relations. In addition, Rescue proposes to support local PSE efforts by building topic-specific campaign packages that multiple LIAs can utilize. Together, these strategies will broaden the scope of the Champions for Change Program and multiply its impact.

### **FFY 2020: Continue Growing the Champions for Change Movement**

Building upon the framework and structure from FFY 2018 and 2019 will allow the Champions for Change Program to deliver tangible campaign results that include a significant increase in direct engagement by the audience, including messages being shared, sentiment for the brand, and the quality and depth of each interaction with creative materials year after year. In FFY 2020, Rescue will deliver even greater integration between LIAs and the statewide campaign through statewide messaging alignment, marketing support for more efforts, and more tailored and branded tools for specific PSE efforts. Together, these deliverables will allow continued growth for the Champions for Change movement that accelerates behavior change in targeted communities.

## **The Champions for Change Future Brand Identity: From Cheerleader to Coach**

Over the past seven years, the Champions for Change Program has served as the primary brand for CDPH's Mass Media, Advertising, and PR campaign, and has been built upon values of authenticity, empowerment, transformation, and education. The Champions for Change Program creative is uplifting and positive, encouraging people to do what they can to live healthier lives. While this effort has had a positive impact, there is an opportunity to take this strategy to a new level of engagement by better integrating the media campaign with local efforts, while providing specific subpopulations more tailored and specific messages.

Today, the Champions for Change Program is like a cheerleader. It is positive and motivating. If you are on your way to score a nutrition touchdown, it is encouraging you to keep going and showing you that you're not alone. But what if you're losing the game? What if you don't know how to do the things the cheerleader is telling you to do? This is where Californians, especially low-income Californians, need more help. They don't just need to know what to do (drink water, eat more vegetables, eat smaller portions, etc.), they need to know how to do it within the reality of their life. This includes addressing obstacles like the high cost of healthier foods, limited time for people with multiple jobs, convincing your kids to eat what you tell them to eat, etc. Most low-income Californians can list ten things they could do to live healthier, but they don't know how to do it within their personal constraints, or believe the obstacles are insurmountable.

This is where the cheerleader isn't enough. The Champions for Change Program can't just encourage them to change if they don't know how to make it a reality. That's why Rescue will evolve the Champions for Change Program from a cheerleader to a coach that will challenge the audience to overcome barriers. Someone who will stick with them when things get tough and show them how to do it. When the odds are against you, a coach shows you the path to success based on the current conditions. And for the low-income audience, the odds are often against healthy living. Now more than ever they need a coach to show them the tips and tricks, the proven strategies, and the relevant testimonials that move people from "I should live a healthier life" to "I will live a healthier life."

This shift is multifaceted, including messaging, tailoring, targeting, and integration with local efforts. But what Rescue won't change is the positive, empowering, and encouraging Champions for Change Program voice that Californians are familiar with. Rescue will continue to build the Champions for Change Program by expanding its reach, strengthening its message, and increasing its relevance to a wider variety of low-income Californians. Over three years, these changes will shift the Champions for Change Program from a campaign, to a movement.

## FFY 2018 Media Landscape and Approach

Rescue’s integrated media plan serves as a base foundation for all elements of the campaign to grow into a cohesive movement where the sum of the parts is so much greater than the parts themselves. The entire plan is built with the strategic insights previously mentioned.

Within the media allocation, the percentage breakdown of media spending for FFY 2018 will closely resemble the below table:

	<b>Recommended % Ranges of Media Budget</b>
TV	15% - 25% of Total
Radio	15% - 25% of Total
Out-of-Home (OOH)	10% - 15% of Total
Digital	30% - 40% of Total
Social*	10% - 15% of Total

*\*Social Media and Digital Media have been separated to recognize these two distinct types of paid media which each require different tools, metrics, and strategies.*

## Messaging and Creative Approach

Many healthy eating or physical activity campaigns try to share everything that an individual should do in a single message; “go exercise, eat more vegetables, drink water, and eat smaller portions!” This approach is not only overwhelming and complicated, it also has a limited effect. For the most part, low-income Californians already know many things they should be doing to live healthier. Ask the average person and they will tell you, “I should exercise more, eat more salads, stop eating fried foods, drink less soda, etc.” In fact, people know there are so many things they need to do in order to be healthy that they often feel defeated and don’t even try. That’s why it is so important that creative

also shows them HOW to do.

“How” means different things to different people. When a low-income person sees a health message, they may ask:

- How can I afford to do that?
- How can I fit that into my schedule?
- How can I get my kids to do that without complaining?
- How do I motivate myself to stick to that?
- How do I ensure everyone feels full?
- How do I cook fresh vegetables?



These are all barriers to change. Without including these answers in program communications, the burden of figuring out how to do it is transferred to the audience. This makes change significantly less likely. Instead, Rescue will adapt existing pre-approved “Be Better” assets and develop new messages that focus on more specific behaviors within specific lifestyles. This allows the campaign to address the “how” in each asset, while still covering the same number of topics over the course of the campaign. In addition, more creative products allows the campaign to phase messages more effectively to keep the audience engaged over time.

Focusing on the “how” will not only increase the likelihood that one behavior is adopted, it can also affect other healthy behaviors. The Transfer Effect is the concept that learning new skills and improving in one area of your life automatically triggers a desire for improvements in another. More specifically, it has been shown that individuals who are newly engaging in and continuing exercise behavior over time may establish exercise habits that facilitate improved fruit and vegetable consumption<sup>22</sup>. The study shows that exercise triggers new diet behaviors - even if diet changes weren’t originally part of someone’s plan.

According to a recent study, “Interventions that facilitate transferring resources across behaviors likely will enhance this [transfer] effect.”<sup>23</sup> And this makes logical sense too. Delivering a simpler message at first is easier to follow, so more people act on it. Then, when those people are successful, they are motivated to try more behaviors and come back to the campaign to find more ways to live healthier. This is the kind of motivating relationships Californians should have with the Champions for Change Program.

22. <http://www.tandfonline.com/doi/abs/10.1080/07315724.2015.1022268> - Journal of American College Nutrition, 2015

23. <http://www.tandfonline.com/doi/abs/10.1080/07315724.2015.1022268> - Journal of American College Nutrition, 2015

To better focus the topic areas, Rescue will adapt existing, pre-approved “Be Better” campaign assets around three key areas of focus for the “Be Better” campaign:

- Refresh Better
- Play Better
- Eat Better

The below messaging calendar serves as Rescue’s recommended content along with estimated timing for each focus area for the Champions for Change Program in 2018:

Key Message	Focus Area	Timing	Associated Assets
Drink More Water, Less Sugar Sweetened Beverages	Refresh Better	April - May 2018	<ul style="list-style-type: none"> <li>• (2) New Social Editorial Calendars</li> <li>• Existing &amp; New Website Content</li> <li>• Existing &amp; New Digital Videos</li> <li>• Existing &amp; New Digital/OOH Assets</li> <li>• Existing TV Ads (One and Mas)</li> <li>• New Statewide Day of Action Materials (promotional materials, social content, interactive activity assets, surveys, posters, event guide)</li> </ul>
Increase Physical Activity	Play Better	June - July 2018	<ul style="list-style-type: none"> <li>• (2) New Social Editorial Calendars</li> <li>• Existing &amp; New Website Content</li> <li>• Existing &amp; New Digital/OOH Assets</li> <li>• Existing TV Ads (One and Mas)</li> <li>• Existing &amp; New Promotional Materials</li> </ul>
Healthy Food/ Snacking	Eat Better	Aug - Sept 2018	<ul style="list-style-type: none"> <li>• (2) New Social Editorial Calendars</li> <li>• Existing &amp; New Website Content</li> <li>• Existing &amp; New Digital/OOH Assets</li> <li>• Existing TV Ads (One and Mas)</li> <li>• New Interactive Digital Experience</li> <li>• New Statewide Day of Action Materials (promotional materials, social content, interactive activity assets, surveys, posters, event guide)</li> </ul>

## Creative Assets

While some existing “Be Better” assets will be used across multiple channels, it is important to mention that not all “Be Better” assets will be utilized in FFY 2018. Rescue and CDPH are working together to ensure that the “Be Better” creative assets can be adapted to answer the following key questions:

- Which ad formats will be required for the new media plan?
- What messages will strengthen the health communication this year?
- What adjustments can be made to better align communication with marketing best practices?

While current “Be Better” creative can be effective, Rescue will add to the Champions for Change Program creative arsenal via a small-scale production. Identifying areas where message gaps can be filled in to ensure the Champions for Change Program is more targeted to the audience. A few areas that can be adapted include:

- Establishing clear calls to action among digital and OOH placements;
- Providing more “how-to” information for various promoted behaviors, particularly addressing how to overcome common obstacles;
- Adapting messages to account for cultural differences among the target audience; and
- Connecting messaging to specific media placements.

As Rescue works with CDPH, Rescue will review existing creative and update content to reflect these gap areas.

In addition to utilizing current digital, OOH, retail, radio, and TV advertisements, Rescue will create monthly social media editorial calendars and website content to support the campaign. All executions will be in English and Spanish to fully and appropriately reach the diverse audiences that CDPH intends to impact across Champions for Change and Campeones del Cambio.

# Campaign Channel Strategy

## Media Channel Overview

The Champions for Change media plan will be tailored to specific Designated Market Areas (DMAs) based on market efficiencies to effectively reach the target audience. Each DMA will be tailored uniquely for impressions, reach and frequency delivery of the key target audience, low-income populations, and market advertising cost efficiencies.

Media plan recommendations will be based on the targeting of key low-income populations (less than or equal to 185% federal poverty level or FPL), including multicultural audiences such as African-American, Caucasian, Asian-American and Latino households. The Champions for Change Program will target low-income women and parents with school-aged children in key DMAs. Rescue will place primary importance on audience behavior across various media including viewing, listening, site visits, engagement and interaction. Rescue will also gain a deep understanding of the unique behaviors and characteristics of target segments as it relates to the media placement through their daily touchpoints. Finally, Rescue will research which groups are more receptive to various messaging for more precise communication targeting and adjust accordingly after the segmentation study.

## Preliminary Media Planning & Audience Media Habits

According to Nielsen, “The advertising landscape is evolving at an unprecedented rate, influenced largely by two factors: population shifts and media fragmentation. Changes in the population are creating a younger, more diverse, more tech-savvy consumer base. But connecting with them has become more complicated due to an exploding number of viewing options. Audiences now seamlessly move across platforms to view and talk about their favorite shows. A whopping 86 percent of U.S. smartphone owners say they use their devices as second-screens while watching TV, and nearly half do it every single day.”

Additionally, Nielsen national reports state that Latinos, African Americans and Asians are above average users of TV and digital.

### Latinos are ahead of the digital curve

- Adopt smartphones at a higher rate than any other demographic group and watch more hours of videos online and on their mobile phones than the average American
- Spend more time watching video on the internet and with their phones than the U.S. average
- Reaching out in both English and Spanish is important since Latinos are ambicultural; a willingness and ability to function competently in two cultures, seamlessly without thinking about it

### African Americans are television and mobile centric

- Watch 37% more television and buy more premium cable than the U.S. average
- 73% own smartphones and use more mobile voice minutes than any other segment
- 81% of African Americans believe products advertised using African American media are more relevant to them

### Asians are culturally and digitally connected

- Include in language and in cultural topics since 75% are immigrants

- Spend an average of 12 hours and 23 minutes a month watching videos online; 2X the general population
- Spend 35 hours and 13 minutes a month on the computer using the Internet
- Watch less TV than other ethnic groups, but they stream twice the amount of online video as the overall average

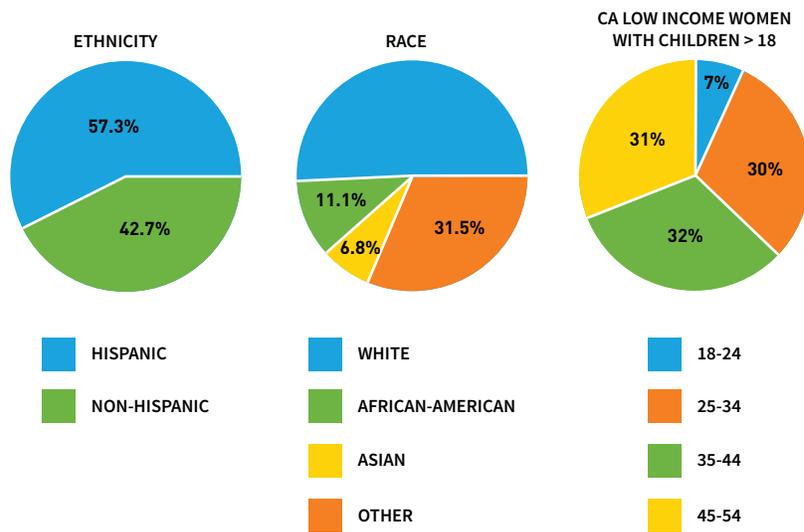
As FFY 2018 is underway, the media planning process will be implemented using the following process:

1. **Discovery:** Rescue will dive deep into the consumer mindset to understand what motivates them.
2. **Engagement:** As the media strategy is created, Rescue and CDPH will continually refer back to research, evaluate the media plan objectives and collaborate to provide media vendors with the best possible audience information

# Channel Specific Implementation

## Television Advertising

Spot Television will be strategically phased and balanced with the use of Spot Radio in target DMAs to generate top of mind awareness and maximize efficiency. Experian Simmons research shows that across all races and ethnicities, the targets over index for watching Broadcast Television in the last seven days.



Rescue will purchase local station broadcasts in key markets.

Rescue's approach to buying TV

includes an analysis of audience segments, programming and language stratification. For example, Latino women 18-54 may be reached in both English and Spanish language television. Rescue and CDPH will ensure delivery in environments with a high composition of a holistic target across the acculturation spectrum, reaching both English dominant audiences and Bilingual/Spanish dominant audiences. Each market will be customized by best ranking stations, best performing programming, and most efficient parts of the day to achieve the greatest impact.

Rescue will concentrate the buys on high affinity programming genres such as courtroom dramas, entertainment, human interest, daytime talk, game shows and dramas. Spanish TV media plans will be developed for in-language communication, reaching recent arrivals, first generation and second generation Latinos who are either Spanish dominant or Bilingual. Special consideration must be given to the 2018 broadcast campaign, as it is a World Cup Year.

This is the first year that Telemundo stations will be running the World Cup and Rescue anticipates soccer fever to be at an all time high. Soccer is an effective unifier across media platforms and also locally within communities. The sport pillar provides a contextually relevant environment to deliver communication about exercise, nutrition, and hydration.

Negotiating aggressive pricing and leveraging for added value is a top priority for maintaining optimal awareness and engagement levels. Added value can take many forms – aside from additional units and spot load, educational vignettes or interstitials, talent endorsements, custom content, integrations in programming, and events that will extend the campaign reach at the local level.

For example, Copa Univision, an amateur family soccer tournament is implemented as a community event and is executed across five of the Champions for Change Program markets. Family entry is promoted across Univision television stations, radio and digital. Integrated custom added value vignettes can cover the positive life-changing effects of soccer combined with a healthy and hydrated diet. Rescue will also be on the lookout for elevated marketing experiences. Copa Univision tournaments throughout California could deliver customized educational integrations on-air and on-site consumer engagement opportunities.

Rescue will also reach Asian audiences and will plan to cover six areas across Vietnamese, Cantonese and Hmong languages at high frequency levels.

### **Radio**

Broadcast radio will be used to cost effectively drive frequency of messaging, create communication retention and generate urgency to affect change. Radio is planned to engage listeners across multiple touch points throughout their day. Rescue will leverage the media budget to garner added value including additional radio spots, DJ live reads, endorsements and event activations. From live remotes at grocery stores encouraging the target audience to purchase fresh fruits and vegetables to activations at radio station events, the campaign's messaging will resonate across ethnic segmentation, language and cultural assimilation.

Rescue will include English language radio to reach the full spectrum of targeting: Women 18-49, African American Women 18-54 (due to the older demographic composition) and Latino women 18-34 (due to the younger demographic composition). Champions for Change Program messaging will be delivered on both English and Spanish-language stations. Performance of English language radio station delivery will also be evaluated against the Latino women 18-34 composition, to ensure efficiencies and eliminate waste. Reach and frequency levels will be optimized for high awareness.

### **Out of Home**

Rescue plans to couple the reach of OOH with an effort to buy only the most engaging units and placements. For example, through a combination of scalable place-based executions that engage audiences near their grocery shopping locations and high-impact posters and bulletins that deliver massive scale, the campaign can achieve both higher impression volume and increased engagement above and beyond previous OOH campaigns.

Bulletins, posters, bus kings and transit shelters deliver compelling imagery that captures automobile and pedestrian traffic during their commute in the morning and evening. Other point of sale advertisements the program will tap into keep messages top of mind while shopping. Alternative OOH such as consulate networks, target Spanish dominant low-income audiences during extensive dwell times of between two to four hours.

Zip code targeting and geographic analysis through tools such as Geoscape allows the OOH units to be hyper-targeted in multi-ethnic low-income areas. In addition, heat mapping lends the ability to deliver Spanish-language creative materials in high-density Spanish-language dominant areas, minimizing impression waste and increasing ad effectiveness.

### **Digital Advertising**

In an online environment, audiences are looking to explore and consume content that piques their interest. It is the one media channel that provides countless measurement opportunities beyond the simple impression. Digital media will serve both as an extension of the television buy and an efficient way to connect the Champions for Change Program audience to additional information. Rescue will serve messaging via video placements and banners to drive web traffic on both mobile and desktop devices. Rescue will ensure reach amongst the most relevant audiences by applying targeting variables such as geography, gender, age, income and contextual keywords like healthy eating, drinking water, or walking.

With programmatic digital ad partners like Google or Conversant (which serve on sites like Food Network or local news affiliates), the Champions for Change Program can deliver ads to its exact audience wherever they are online.

In addition to video advertising, banner and rich media ad formats will provide strong reach and with compelling creative, can deliver strong engagement as well. Highly targeted banner advertising will be purchased on an impression basis, but will be measured by click through rates (CTR) and will be optimized monthly according to the most effective ad units, page placements, and publishers. The media recommendation will prioritize engagement over impressions without sacrificing any campaign impact.

Beyond the buy, Rescue and its media partners will work closely with preferred digital partners to evaluate the effectiveness of the advertising itself. For example, a close partnership with Google has helped uncover new information about the audience key insights, including where they spend time online and whether their attitudes or behaviors have changed as a result of viewing an ad.

In late 2017 to early 2018, a Request for Proposal (RFP) process will be conducted to gain an understanding of digital media opportunities before any media is purchased. Rescue will optimize media at least monthly to guarantee that budgets are spent wisely and no dollars are wasted on underperforming ad units, placements or sites. Spanish-language digital media opportunities will be explored in the same fashion and Rescue is working with a subcontractor who will serve as the subject matter expert to uncover Asian in-language opportunities, as appropriate. Finally, Rescue will work closely with its partners to uncover digital experience opportunities that may result from larger cross-channel media negotiations where Rescue can then work with a publisher to develop a healthy eating quiz, drink profiler, or other engaging experience that coaches the audience to their optimal health.

### **Paid Social Media**

Paid social media continues to be one of the most precisely targeted forms of media to deliver public health behavior change messages and spark engagement. The more that is known about who the audience is, the closer the campaign will be able to target them. When Rescue develops targeting profiles, psychographically defined audiences are constructed to ensure the broadest reach amongst a tightly defined audience. This limits advertising waste by expanding exposure within the audience and limiting exposure to those outside the target audience.

Rescue recommends focusing the Champions for Change Program efforts on one channel at a time. During FFY 2018, Rescue will focus social media efforts on Facebook, considering Pew Research which states that 80% of adult internet users with an income under \$50k are on Facebook. After developing a strong Facebook strategy and conducting additional research, FFY 2019 could include a more clear plan involving Twitter, Pinterest or Instagram depending on the overall campaign strategy.

Rescue's focus is to best align the media placements with the online behavior of the audience. Rescue plans to run various forms of paid social ads to reach the Champions for Change audience, including Video and Web Click Ads across Facebook. Video ads are optimized toward people most likely to watch the video, and Web Click ads are optimized toward people most likely to click the link. Paid promotion will also be placed behind Champions for Change social media posts, in order to surface content in the target audience's feed. All ads will be optimized based on performance.

## **Organic Social Media**

As with paid social media, Rescue will first start with Facebook in FFY 2018 to establish community. At first, the goal will be to centralize the content around the core Champions for Change Program messages: Refresh Better, Eat Better, Play Better. Rescue also plans to experiment with incorporating lifestyle content in addition to the existing messaging content. Lifestyle content is centered on topics that this audience is already talking about, not necessarily about the Champion for Change message. This helps to create authenticity within the audience. Messaging content helps to create credibility within the audience by using facts or fact-based messages, while still being relevant and interesting to the audience. Rescue also recommends including posts about the program's community events so the entire audience is aware that events are occurring in various locations.

Social posts will be centralized in a monthly Social Media Editorial Calendar starting December 2017. Rescue will utilize existing content to convey specific timely messages. Once the media officially launches in April 2018, Rescue will utilize existing and supplementary content (from the small-scale production), including videos and static images, to convey specific messaging and support whatever message is currently in market through posts 3-4 times per week.

## **Website Content**

Engagement on the Champions for Change and Campeones del Cambio websites will be a critical element in mobilizing and educating the audience. Depending on the media strategy desired for digital executions, there may be areas of the website that are designed to support banner advertisements and/or digital videos promoting a certain message package. This context will be taken into consideration as website content is ideated. Throughout the year, Rescue will update the current Champions for Change Program website with existing content as well.

Once new creative has been approved, Rescue's web team will develop and code all the necessary changes for website content launch, implement usability testing, Americans with Disabilities Act (ADA) compliance, and 508 testing. Performance insights will be utilized to inform any website optimizations needed for that specific set of content and/or may be incorporated into future website development and content.

## **Text Messaging**

In FFY 2018, Rescue and CDPH's goal is to identify an independent texting service that will not only continue the current mobile texting campaign but ensure that the program is fully integrated into all other campaign activities occurring during that time, such as public relation efforts, local events, and the Champions program. As an example, the first proposed Statewide Day of Action will be around drinking water in May 2018. Rescue will propose texting current subscribers about this event encouraging them to attend, tell a friend, promote, or host their very own event in their local area depending on who the subscriber is.

As the media buy analysis is conducted, a viable texting service will be identified, and Rescue will work diligently with this partner and CDPH on logistics such as transferring current subscriber data, increasing the current list of subscribers, and creating clear content calendars around specific events and campaign activities to connect back to the content these subscribers would receive.

## **Public Relations**

Rescue intends to leverage every aspect of the PR plan to motivate, support, engage, and inspire people to get involved with the Champions for Change Program in a coordinated, connected way. In order to do this effectively, Rescue and CDPH must first start with developing a sound infrastructure in FFY 2018.

## **Design & Support Local Level Promotions**

Rescue will create a strategic communications plan for LIA-led activities so that the timing of programs start to align. Rescue proposes creating a calendar of local level promotions, technical assistance, and a corresponding package of materials that are rolled out in a similar way each time. For example, in FFY 2018 Rescue will have worked in partnership with CDPH to prioritize the following PSE efforts and create one integrated intervention package with materials that support coordinated outreach. Suggested areas of focus based on the most commonly utilized PSE efforts and Rescue's previous experience include:

1. Drinking More Water, Less Sugar Sweetened Beverages - Estimated Launch: May 2018
2. Back to School Healthy Snacking - Estimated Launch: late Aug/early Sept 2018

Rescue will design and implement two themed promotional packages for local level promotion that support CDPH objectives. For each event, Rescue will deliver a community engagement kit ("event-in-a-box") that includes an experiential element, posters, stickers, fact sheets, blog posts, and social media posts designed to provide LIA partners with everything they need to encourage their local organizations to host an approved community event (as noted in content calendar table).

These two Statewide Days of Action are optional and are meant to provide an easy, more appealing local effort, potentially complementing whatever local efforts partners are currently implementing in their communities. They are intended to mobilize LIA partners across the state to support a single message and create momentum around a specific behavior. It is important to note that these events are not meant solely for LIAs to execute but rather, LIAs from across the state will be encouraged to identify community based organizations and other local partners to take part in the Statewide Days of Action--anyone from local dentists offices to schools and community centers. With the LIAs help, the goal is to recruit at least 500 LIA partners and community groups to host events.

**Event-in-a-Box Overview:** The event-in-a-box promotion will be complete with everything needed to host and promote a successful event. In addition to event materials such as posters, handouts, displays, and press outreach materials, each toolkit will include a data collection tool that allows for measuring and evaluating event participation. Rescue will work with CDPH to develop a landing page for online registration on the Champions for Change website to ensure all LIAs can sign up and receive regular communications regarding these events.

**Promotion:** A strong social media presence from pre-to-post Statewide Day of Action will create maximum impact on social media platforms. Rescue and CDPH will provide LIAs and other event hosts with ample promotional materials to ensure a successful event for those participating. Rescue's community management team will work in real time during event day to capture images and success stories amplifying the impact of these local activities statewide.

**Content:** Rescue will utilize existing CDPH inventory of material and resources to minimize approval processes where possible. Additional content that can be used as supporting materials to a local

campaign effort such as video and infographics may also be produced to help bring the campaign to life for consumers, and are great assets for CDPH owned and social channels. Materials can be translated into other languages, as necessary.

**Data Collection & Reporting:** Evaluation cards as well as all event metrics are collected post-event through an online data collection process that aggregates information from all events for visibility to overall impact. A report complete with quantitative metrics as well as testimonials and community impact will be prepared for CDPH and other LIA partners.

**Technical Assistance**

Technical assistance resources are often called upon when there is a problem or issue in implementing a program. While Rescue will certainly be available as needed, the goal would be to proactively identify ways that technical assistance can support the local level promotions and PSE priorities ahead of time. The immediate focus in FFY 2018 will be focused around webinars and trainings on the “event-in-a-box” Statewide Days of Action as well as any ongoing webinars designed to support LIAs in their on-the-ground daily work.

Rescue’s proposed schedule of technical assistance trainings for FFY 2018 includes:

Topic	Total Number	Host	Timing
Media Training 101: How to Speak to Media	1 Webinar	Allison & Partners	March 2018
Media Training 102: How to Get Earned Media	1 Webinar	Allison & Partners	April 2018
Event-in-a-Box: Rethink Your Drink Day	3 Regional Trainings	Rescue Agency	May 2018
How to Bring Your Event to Life on Social Media	1 Webinar	Rescue Agency	May 2018
How to Nurture an Active Social Media Community	1 Webinar	Rescue Agency	July 2018
Event in a Box: Back to School Healthy Snacking Day	3 Regional Trainings	Rescue Agency	Aug. 2018
How to Measure Your Impact on Social Media	1 Webinar	Rescue Agency	Sept. 2018

Trainings will happen both in-person at events and regularly scheduled LIA meetings but also online where various trainings can complement in-market activities.

**Champions Program**

The existing Champions are a great starting point to developing a passionate group of people who can truly advocate on behalf of the Champions for Change Program. But, there is ample opportunity to spark even more meaningful action within the Champions community. In FFY 2018, the campaign will start by building infrastructure to support the future vision of a fully supported network of local

Champions who are rewarded for completing specific actions within their communities.

In FFY 2018, Rescue will work with CDPH to identify key areas of improvement, goals and objectives, and build the technical infrastructure required to ensure interested Champions have a clear path to apply, support, and promote the Champions for Change brand. Without first taking a deep dive into infrastructure, a movement will not succeed. Rescue and CDPH will engage with current Champions at local events, Statewide Days of Action, Champions Alliance Workshop and encourage current supporters to be advocates for the brand on their own social media networks--providing them with the necessary tools and content to do so.

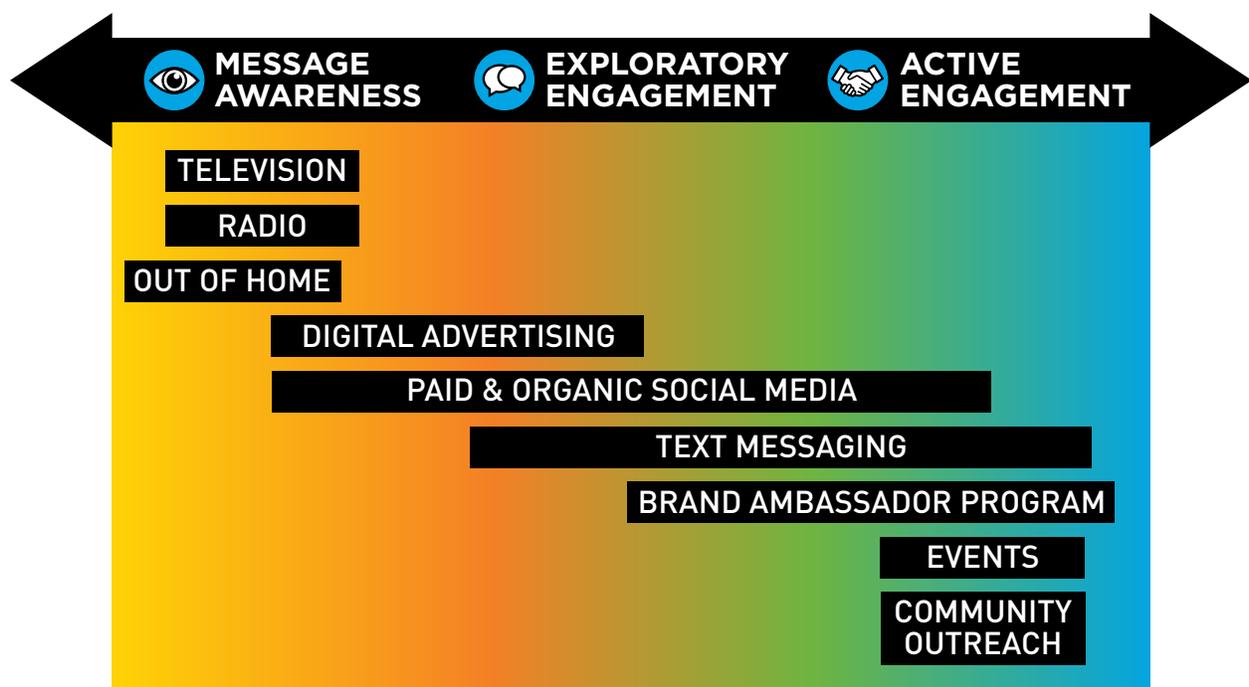
As the infrastructure is built in FFY 2018, FFY 2019 will be focused on collaborating with local LIAs in promoting the recruitment of additional Champions via online applications. Aspiring Champions will be recruited based on their commitment to health, human interest story, location, demographics, sphere of influence, passion for contributing to a movement, and willingness to volunteer as staff for events, serve as a spokesperson, and mobilize their community.

## Evaluation & Measuring Success

Many social marketing initiatives focus on increasing awareness among their target audience. Awareness is a valuable measure because it at least reveals that people noticed a campaign. While this is a great place to start, many people are already aware that eating healthy is good, that exercising will make them happier, and that soda won't achieve nutritional bliss. Therefore, if they're already "aware" of the healthy behavior, what's stopping them from performing it? The campaign hasn't convinced them that changing their behavior is worthwhile, realistic, and/or urgent to them. To convince them, this campaign needs to do more than just tell them or show them what to do; it needs to engage them.

Engagement means the audience has done something in response to your message. As mentioned above, it can be an in-person interaction at an event, clicks on a website, comments or shares on social media, signing up for a texting program, or joining a local class. There are many forms of engagement and every one of them reveals more about campaign success than impressions or awareness alone.

To manage a campaign with an engagement-driven model, Rescue has developed an architecture to assess channel purpose, as shown in the diagram below. It depicts a continuum taking the viewer from message awareness (typically measured through impressions, gross rating points (GRPs), etc.), to exploratory engagement (the audience is compelled to explore the content - click, watch a video, click through a carousel ad, search for more information, etc.), to active engagement (deliberately interact with the message - attend an event, receive education resources and materials, share or post on social media, etc.). This framework will help make informed recommendations on how to achieve California SNAP-Ed's programmatic goals, and use funds efficiently. The goal is to increase healthy eating and physical activity and that requires a lot more than just awareness. The plan is to take the audience on a journey from awareness ("I know I should eat more fruits and vegetables"), to exploratory engagement ("I want to eat more healthy, how do I do it?") to active engagement ("I am eating more healthfully; here is how I do it, and here is how I will continue my progress").



In order to measure the effectiveness and success of the Champions for Change Program in FFY 2018, Rescue will collect various media metrics throughout the campaign, including:

Metric Type	Media Type	Metric	Definition
Awareness	Digital Media	Impressions	Amount of times an ad is viewed/ served
	Digital & Traditional Media	Reach	% of population that has seen the ad
	Digital & Traditional Media	Frequency	Amount of times population is exposed to the ad
	Traditional Media	GRPs	Impressions / Audience x 100
	Digital Media	Video Impressions/Views (Paid Digital)	Amount of times a video starts
Engagement	Paid Social Media	Video Views (3 seconds or more) (Paid Social)	3 seconds or longer views on videos
	Digital Media	Video Completions	Amount of times a video completes 100%
	Digital Media	VCR (Video Completion Rate)	Video Views / Video Completions
	Digital Media	Clicks	Amount of clicks on a link
	Digital Media	CTR (Click Through Rate)	Clicks / Impressions
	Social Media	Likes/Reactions	Amount of people who like or react to a posts
	Social Media	Comments	Amount of comments received on posts
	Social Media	Shares	Amount of times people have shared a post on their own pages

Assessing the effectiveness of media buys and media placements is a critical step in ensuring audience delivery and campaign effectiveness. Measurement, reporting and accountability are paramount to an effective campaign.

In addition to period snapshots and on-demand reporting, Rescue routinely conducts post-analyses

by medium ensuring the media delivers as planned. Rescue also provides a post-buy analysis that is integrated across all media channels included in the plan.

Rescue uses industry tools and buying techniques and then validates the actual in-market results. The key tools and resources used to ensure media campaign performance include: Nielsen, Arbitron, Google Analytics, media company/vendor resources, etc. Across all media, historical results data is leveraged along with audience data to create an understanding for what has and will drive the best performance for the campaign messages. Metrics are reviewed weekly to identify any underperforming ads, placements or partners and reports are compiled monthly for CDPH. Optimizations happen in real time.

As summarized above, the Champions for Change Program will prioritize movement metrics, like engagement over impressions and awareness. Moderate levels of awareness will be achieved in order to ensure the audience is receiving the message. Both engagement and awareness metrics will be reported on via regular media metrics reports to allow for real time optimization and updates as necessary.

## FFY 2018 Key Integrated Milestones

As identified throughout this FFY 2018 Media and Communications plan, Rescue along with CDPH will focus on several key areas from media, advertising, public relations, and local promotions.

The below chart represents the key milestones Rescue and CDPH will work to accomplish together in FFY 2018 to create a collaborative, integrated, and effective campaign for the Champions for Change Program:

Key Milestone	Estimated Date
Media Training 101: How to Speak to Media	March 2018
FFY 2018 “Be Better” Statewide Launch With Partners	4/1/2018
“Refresh Better” Social Media Content Live	4/1/2018- 5/30/18
Media Training 102: How to Get Earned Media	April 2018
Registration Opens: Rethink Your Drink Day	4/10/2018
How to Bring Your Event to Life on Social Media Webinar	May 2018
Event-In-A-Box #1 Mailed Out	5/10/2018
Technical Assistance Webinars: Rethink Your Drink Day	5/15/2018
Statewide Day of Action #1: Rethink Your Drink Day	Late May 2018
“Play Better” Social Media Content Live	6/1/2018- 7/31/2018
Mid-Year Media Reporting	6/30/2018
Registration Opens: Healthy Snacking	7/1/2018
How to Nurture an Active Social Media Community Webinar	July 2018
“Eat Better” Social Media Content Live	8/1/2018- 9/30/2018
Event-In-A-Box #2 Mailed Out	8/1/2018
Technical Assistance Webinars: Healthy Snacks Day	8/15/2018
Statewide Day of Action #2: Healthy Snacks Day	Late August 2018
How to Measure Your Impact on Social Media Webinar	September 2018
End of Year Media Report	10/1/2018