



**CALIFORNIA SUPPLEMENTAL NUTRITION
ASSISTANCE PROGRAM EDUCATION (SNAP-ED)**

**FEDERAL FISCAL YEAR 2019
MEDIA AND COMMUNICATIONS PLAN**



Prepared by: Rescue Agency
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Executive Summary

Improving nutrition and preventing obesity still remain two of the most complex problems public health practitioners have ever faced. To address these needs, the California Department of Public Health (CDPH) and its media and communications contractor, Rescue Agency, have developed a strategic Media and Communications Plan (MCP) for the California Supplemental Nutrition Assistance Program Education (SNAP-Ed) that will occur in phases from 2018–2020. Various partners such as State Implementing Agencies (SIAs), Local Implementing Agencies (LIAs), 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.

This MCP is intended to focus on Federal Fiscal Years (FFY) 2019 and 2020 as it is important to understand the objectives for future years. The vision for the California SNAP-Ed 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 are based on four essential pillars. These pillars, listed below and summarized in greater detail in a diagram and narrative within the body of the MCP, will be built over the three-year contract period. Each pillar requires 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 (PSE) Efforts and Direct Education
- Pillar 4: Elevate Measurement from Awareness to Engagement

While many Americans are choosing to live more healthily, low-income people are being left behind. The California SNAP-Ed Program is in a unique position to create a movement towards health for the most vulnerable Californians. With a strong foundation for the four strategic pillars laid down in FFY 2018, Rescue, CDPH, LIAs, and SIAs will continue to build up these strategies in the MCP for FFY 2019 and subsequent years.

Background

In October 2017, Rescue Agency, the media and communications contractor for CDPH, spearheaded the development of a new MCP for the Champions for Change Program. In October 2018, Rescue Agency developed a revised MCP to reflect progress on the work to date, share new research findings, and incorporate these findings into the future approach for the next two years.

The MCP was developed through a highly participatory process that brought together key cross-functional partners from the Nutrition Education and Obesity Prevention Branch (NEOPB) Media and Communications, Research and Evaluation, and Administration Units and Rescue Agency Account Management, Research, Multicultural, Strategy, Media, and Public Relations teams. As previously mentioned, there will be multiple opportunities to provide feedback to this plan and other important deliverables as the campaign progresses.

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

- Past performance and current goals and objectives for California SNAP-Ed, specifically for digital media, public relations, local outreach efforts, Statewide Champions Program, campaign website, creative, and social media efforts;
- Unifying the Champions for Change SNAP-Ed Program with additional SNAP-funded programs and services under the new “CalFresh Healthy Living” brand;
- The opportunity to integrate communications with 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 is intended to guide the California SNAP-Ed program’s media and communications campaign during FFY 2019 and 2020.

A brand new creative campaign, “Healthy Victories,” will launch on April 1, 2019 and will focus on celebrating the everyday wins when families eat and drink healthy with an emphasis on how healthy changes fit into the audience’s life.

Future iterations of the MCP will highlight the development of new mass media campaigns (for FFY 2020), including new creative executions, highly targeted and tailored messaging, and ample opportunities to integrate and elevate current PSE and Champion efforts.

Goals, Findings, and Strategic Framework

California SNAP-Ed Goals and Objectives

Rescue is in the process of developing and implementing a comprehensive social marketing campaign to support the CalFresh Healthy Living program. Rescue recognizes the importance of CDPH's nutrition education efforts for the millions of California SNAP-Ed eligible individuals across the state.

At its core, SNAP-Ed is a nutrition education program that uses an evidence-based curriculum to help people lead healthier lives. 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 overall objective to improve the likelihood that Californians eligible for SNAP-Ed will make healthy food and physical activity choices consistent with the current Dietary Guidelines for Americans and Physical Activity Guidelines for Americans. These behavioral outcomes serve as the North Star guiding the specific, measurable, attainable, relevant and time-bound (SMART) goals of the program from 2018–2020.

The media and advertising campaign will work toward the following California SNAP-Ed Goals and Objectives:

Primary Goal: 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%.

Secondary Goal: 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).

As these goals evolve and potentially shift in FFY 2020, Rescue and CDPH will work together to ensure all campaign strategies are reflective of California SNAP-Ed's primary goals and objectives for future years and update any MCP accordingly.

2018 Highlights and Lessons Learned

As the transitional year, FFY 2018 set the foundation for FFY 2019 and 2020 by better defining the California SNAP-Ed eligible audience with Segmentation research, re-energizing local event participation through the program’s first statewide days of action, and obtaining a baseline for awareness and engagement metrics through the launch of the 360-degree statewide media campaign. As noted in the illustration below, in the first quarter alone, the media and advertising campaign’s integrated approach proved effective as the campaign continues to progress toward an even more engaging and impactful future campaign.

Table 1: Summary of 2018 Champions for Change accomplishments

DIGITAL INTERACTIVE EXPERIENCES	STATEWIDE DAYS OF ACTION	PAID MEDIA ADVERTISEMENT	DIGITAL MESSENGER TIPS
45K +	150K +	20M +	11K +
PEOPLE INTERACTED WITH THE EXPERIENCES	TOTAL EVENT ATTENDEES AT OVER 700 EVENTS STATEWIDE	ENGAGEMENTS WITH CREATIVE MESSAGES	TOTAL SUBSCRIBERS TO RECEIVE OUR MESSAGES

In the following sections of the MCP, this foundation is further defined through the re-introduction of the four pillars, which have taken the 2018 highlights and lessons learned to build more effective strategies through the lens of valuable SIA, LIA, and Community-Based Organization (CBO) feedback as well as new psychographic data.

Progress Update on FFY 2018 — The Transitional Year

In FFY 2018, Rescue developed a strategic infrastructure and foundation for future years. Rescue and CDPH worked together to define key focus areas for FFY 2018 and made significant progress towards all four pillars as outlined below:

Pillar 1 progress: After completing essential population research during FFY 2018, the Champions for Change Program enhanced demographic information with psychographic data and defined three segmented populations by the value systems that inform their health preferences and behaviors.

Pillar 2 progress: By enhancing creative executions and implementing new communication strategies within the “Be Better” campaign, the Champions for Change program advanced the messaging strategy from “what to do” (e.g., “eat healthy”) to “how to do it” (e.g., “swap french fries for fresh carrots”).

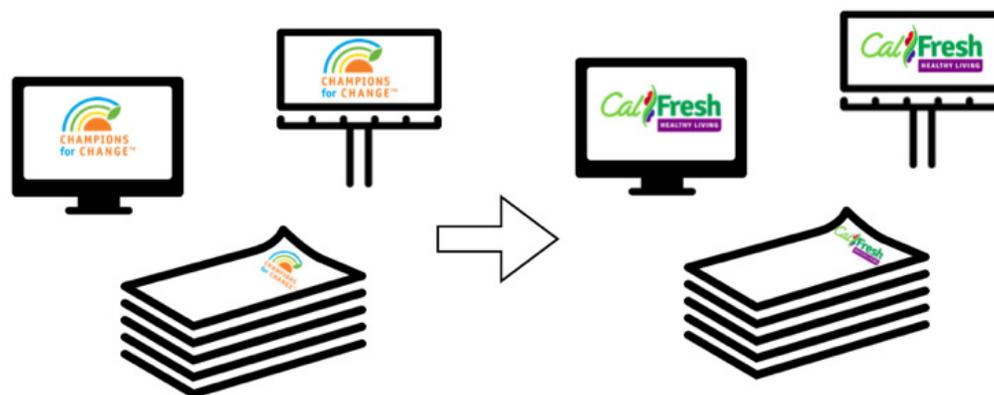
Pillar 3 progress: With the successful implementation of two Statewide Days of Action, the Intentional Walk program, and the Authentic Champion Voice Project, the Champions for Change Program began to integrate direct education and PSE efforts with the FFY 2018 communications campaign at the state and local level.

Pillar 4 progress: Through the integrated cross-channel media buy for FFY 2018, the Champions for Change program elevated measurement and reporting with the addition of exploratory and active engagement metrics totaling over 32M engagements. These additional metrics will serve as the new benchmark for measuring future program performance.

Introducing CalFresh Healthy Living

California SNAP-Education has undertaken the challenge to improve the way it communicates the services, programs, and benefits of nutrition education and promotion with SNAP-Education eligible Californians. In addition to enhanced messaging strategies, this also includes rebranding SNAP-Education to more clearly connect to what Californians want: support and guidance on how to live their best and healthiest lives.

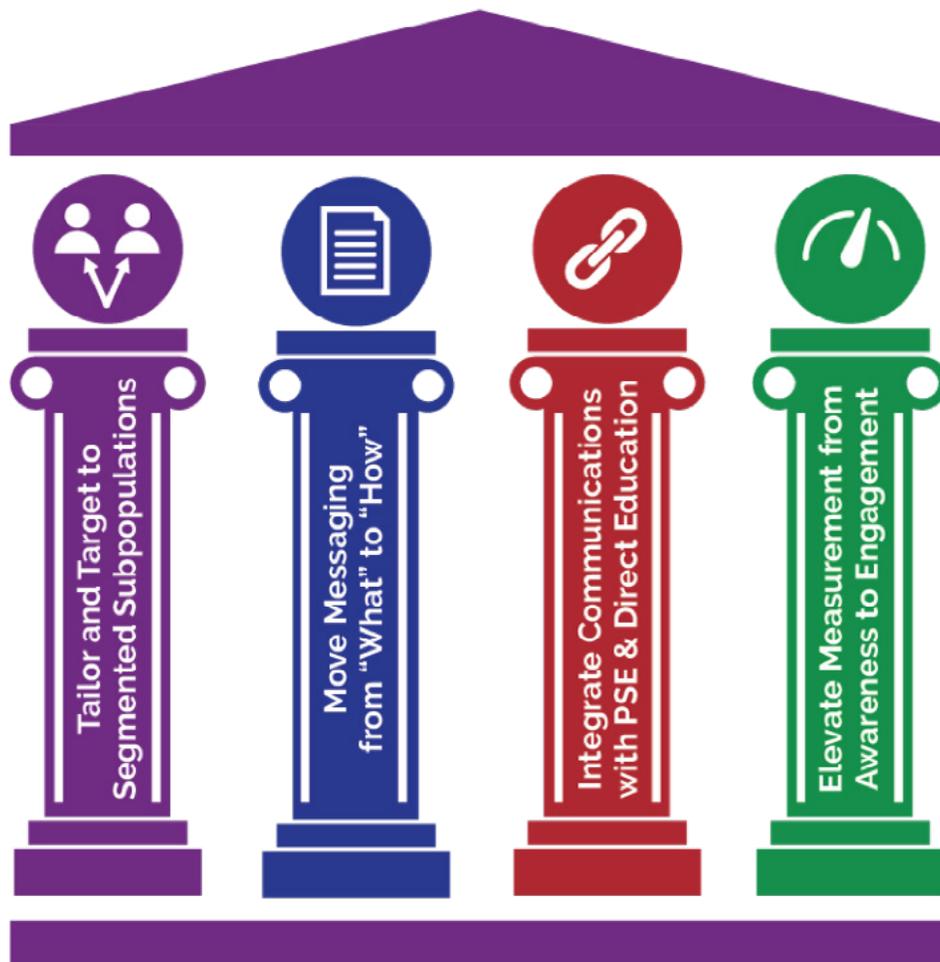
Starting in April 2019, all California SNAP-Education work will be rebranded as CalFresh Healthy Living, which will replace the campaign name Champions for Change. CalFresh Healthy Living will be the face for all statewide media and county-based programming, both online and offline as illustrated below. The name CalFresh Healthy Living was selected based on audience input because of its accessible and clear representation of the purpose for SNAP-Education initiatives.



There are many partners at county and statewide levels, and CDPH recognizes the complex nature of rebranding a multifaceted program. Leading up to the new brand launch in April 2019, CDPH and Rescue will engage a variety of stakeholders who represent diverse perspectives in SNAP-Education to facilitate a smooth and cohesive statewide adoption of the new brand. While this is an anticipated period of transition between Champions for Change and CalFresh Healthy Living, CDPH will lead the charge to fulfill the vision of CalFresh Healthy Living as the unified brand for all SNAP-Education work across the state in 2019.

Strategic Framework: The Four Pillars Re-Visited

Rescue’s strategy to transform the CalFresh Healthy Living 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 below, will be built over time, and require close coordination with CDPH, LIAs, SIAs, and other key stakeholders to be successful.



FFY 2019 – Build and Establish the CalFresh Healthy Living Program

FFY 2019 is a key opportunity to evolve the newly minted CalFresh Healthy Living campaign (formerly Champions for Change) 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. With a new creative campaign, Rescue will bring many of the foundational tenets of effective health communication to life.

To build and establish this movement, Rescue and CDPH will:

- **Tailor and Target to Segmented Subpopulations** – Segmentation research conducted in FFY 2018 identified common needs and interests across all low-income Californians as well as the unique needs and interests of segmented sub-populations. For more details on these audiences, refer to Pillar 1 on page 8. As CDPH moves toward these segmented audiences, messaging and creative will be tailored to each group. To make increased tailoring possible, Rescue increased the number of creative pieces produced each year, maximizing each production to capture and produce the largest number of digital and social media creative possible. Creative includes new videos, radio ads, outdoor and retail executions, and over a hundred digital and social media assets per year. Rescue has worked 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 remains the same, this shift in messaging helps show the audience exactly how healthy behaviors can fit into their unique lifestyles.
- **Integrate Communications with PSE and Direct Education** – Today, there are hundreds of CDPH-funded SNAP-Ed efforts being executed throughout the state. Unfortunately, the public has not been given a consistent way to connect these efforts to each other and to the media campaign, leading to a missed opportunity to create momentum and build brand equity. Additionally, the greater than anticipated popularity of the FFY 2018 Statewide Days of Action showed how hungry SNAP-Ed program partners are to contribute to a unified movement with centralized support. By leveraging the success of FFY 2018 and incorporating the feedback from hosts across the state, Rescue and CDPH will continue to build an authentic unified voice for SNAP-Ed funded efforts that can be celebrated by the public. While local PSE efforts, by definition, are not centralized, they still need more marketing support across the state. Rescue proposes to support local PSE efforts by building topic-specific campaign packages that multiple LIAs can utilize and customize to support their local efforts. Working together, these strategies will broaden the scope of the CalFresh Healthy Living Program and increase its impact.

FFY 2020 — Continue Growing the CalFresh Healthy Living Movement

Building upon the framework and structure from FFY 2018 and 2019 will allow the CalFresh Healthy Living 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 movement that accelerates behavior change in targeted communities.

The remainder of the MCP follows this four-pillar structure to chart the course for FFY 2019–2020. Each section incorporates findings from 2018 and applies it to the campaign’s future strategic approach.

Pillar 1: Tailor and Target Segmented Subpopulations

Research Findings and Audience Insights

In 2018, Rescue and CDPH conducted interviews and focus groups, in English and Spanish, with a total of 120 SNAP-Ed eligible participants in Chico, Oakland, Fresno, Sacramento, Los Angeles, the Coachella Valley, and San Diego. Additionally, an online survey was administered throughout the state in English, Spanish, Cantonese, Vietnamese, and Hmong that received a total of 1,504 responses. This research revealed challenges and behavioral patterns that were common to all participants, however, when a psychographic segmentation approach was used, Rescue was able to identify three segments for targeting, each with unique values, challenges, and priorities as it relates to healthy living.

Segmented Audience Insights

Psychographic segmentation is the process of classifying a market into distinct segments that behave in similar ways or have similar needs, using their attitudes, lifestyles, interests, and values. Segmentation based on psychographic variables acknowledges that different people are likely to improve their nutrition and physical activity habits for different reasons, and seeks to uncover these unique reasons. This provides a much greater depth of understanding and accuracy than segmentation based on demographics alone, as it allows for targeting based on the values that SNAP-Ed eligible Californians care about most deeply, instead of targeting based on how they physically appear to others.

Across the three phases of research, a psychographic segmentation approach was used to group low-income Californians into segments based on patterns of personal values. The psychographic segments were originally hypothesized during the interviews and focus groups, after in-depth discussions with participants on their nutrition behaviors, values, and how those values impacted their nutrition and physical activity decisions. These segments were then confirmed, sized, and their media-use patterns were explored in the population survey.

Six psychographic categories or “core drivers” were identified, each reflecting unique characteristics that guide health behaviors. Each core driver differentiates each segment from the others and is associated with differences in health risk. The six core drivers were:

1. Establishing stability in their lives;
2. Caring for other people;
3. Seeking out experiences;
4. Setting and achieving goals/personal ambition;
5. Seeking knowledge and learning; or
6. Building a reputation.

Each of these core drivers were further divided into two variations. However, for the purpose of this campaign, it was determined participants could be effectively reached at the core driver level. After assessing and narrowing down the audience segments to target, based on their risk factor, audience size, and their willingness to change, Rescue and CDPH agreed on three segments to target: Personal Ambition, Caring for Others, and Stability Seekers. The relative sizes of these segments were identified through the Population Survey, resulting in 35% Caring for Others, 22% Stability Seekers, and 11% Personal Ambition. Together, these targeted groups make up 68% of the SNAP-Ed eligible

population. Comprehensive profiles for each of these groups are provided on the following pages.

Caring for Others

Picture Maria. Maria lives in a small house in Los Angeles with her four grown children, all in their twenties. But when she talks about her children still living at home, she lights up with a huge smile. More than anything she loves taking care of them and secretly hopes they never move out. Every morning during the week she takes a bus two hours to work, where she works as an administrative assistant at a law firm. At work she also makes sure to take care of those around her in small ways, like making sure people always receive their favorite office supplies or making certain important mail is hand delivered to the proper person. Sometimes on the bus ride home from work, she thinks that she could be healthier if she got off one bus stop early and walked an extra five minutes home, but she is quick to explain that would take five minutes away from her time with her children, making that not an option. On the weekends, she travels down to Tijuana to see her husband, who was deported almost 10 years ago. While in Mexico, she cleans for her husband and prepares his meals for the week. She loves feeling needed by her family and she is truly happiest when making life a little bit easier for those around her. Maria is just one example of those in the Caring for Others segment.

Caring for Others individuals prioritize the wellbeing of others first and foremost—whether that is their children, partner, friends, or even mankind in general. Compared to other segments, they are more apt to be female and have children at home. Caring for Others individuals are people pleasers, with 89% of Caring for Others participants saying they strongly agree or agree that they prioritized the happiness of others over their own happiness. Even though participants in this segment report greater concerns about food insecurity and greater financial challenges than other segments, they always strive to help others. Seventy-seven percent strongly agree or agree they go out of their way to help others who are suffering or underprivileged.

Caring for Others participants value generosity and happiness, and take personal responsibility for improving the wellbeing of others. They believe that small steps can add up to large results, and try to help others in small consistent ways. Although they do not embrace change as readily as those in the Personal Ambition segment, they are willing to try new things, especially if they are following the lead of someone close to them.

Caring for Others participants are the highest risk for obesity, engaging in unhealthy eating habits often driven by the desire to provide low-cost meals or treats for their family that they believe will make their children happy. Commonly this impacts the nutritional choices of the participant as well, not just the children. Participants in this segment also reported low levels of physical activity, frequently reporting their desire to spend time with loved ones took priority over their desire to spend time exercising. Caring for Others participants commonly used Facebook, YouTube, Pinterest and music streaming sites such as Pandora or Spotify.

Stability Seekers

Picture James. James lives in a small town outside of Chico with his wife and their four small children. He was born and raised here, and he loves living here as an adult because of the familiarity it brings. He knows his way around, the cost of living is not too high, and there is very little crime. He went to school for accounting, which he never really enjoyed, but it seemed like a smart choice given fluctuations in the economy. After years of saving, he and his wife were recently able to buy a home, which he believes is the cornerstone of a stable life. To help save up for a house, he and his wife and

kids lived with his parents for three years. It was a tight fit in his parents' house, but it felt really good knowing he was protecting his family's future. Some people he knows like to drive into the nearby towns on the weekends, but he prefers to just watch a movie at home with the family, while cooking up something easy like macaroni and cheese. After all, that's what he did when he was a kid, and James always thinks, "If it's working, why change it?"

Those in the Stability Seekers segment prioritize safety and security in their lives, and are unlikely to take many risks. Sixty-nine percent strongly agree or agree they avoid situations and locations that might endanger their safety. Sixty-nine percent also strongly agree or agree that it is important they make smart choices to keep themselves safe. They value routine, tradition, and keeping things the way they are. They tend towards an all-or-nothing approach, and see changing an existing routine as challenging. In nutrition, Stability Seekers tend to be hesitant to push flavor or ingredient boundaries, and habitually eat the same meals they grew up eating. All phases of research suggest that the Stability Seekers segment is at high health risk, likely due to unhealthy established routines and a reliance on unhealthy traditional meals, convenience foods, eating out, and skipping meals. Compared to other segments, this group tended to be older, more likely to have a high school degree or less education, more likely to be white, and less apt to have children at home. Stability Seekers were particularly likely to use YouTube and Facebook.

Personal Ambition

Picture Jasmine. Her days feel like an exciting blur. She spends her days bouncing back and forth between her job at a discount clothing store, and evening aesthetician classes. She cannot wait to finish school and start work as an aesthetician, but she sees that as a stepping stone towards her long-term plans. When Jasmine starts talking about her long-term plans, her face comes alive. One day, she is planning to develop and sell her own natural beauty line. She knows that she still has a lot to figure out—between manufacturing the products, and running the business—but she's confident that she's going to get there. At night, after her evening classes, she heads over to pick up her 3-year-old daughter from her mom's apartment. On the way, she usually grabs something fun from a taco shop or the Vietnamese place she loves. She loves trying new flavor combinations and always tries new things off the menu. Between work, school, her business, and being a single mom, there isn't a lot of time for much else, but she feels good knowing every day she is getting closer to creating her own beauty line and making a great life for herself and her daughter.

Individuals in the Personal Ambition segment are future-thinking, hardworking, and prioritize figuring out how to succeed in their personal goals. They view their low-income status as temporary and believe they are on their way to improving their life and the lives of those they love. Ninety-five percent strongly agree or agree that by working hard, someone can overcome the obstacles that life presents. Ninety-two percent strongly agree or agree that they always figure out, one way or another, how to reach their goals. They actively seek out new experiences, and new ingredients, and want every experience to be the best one possible. In the first phases of research, the Personal Ambition group was also identified as being at increased risk of unhealthy nutrition behaviors, with many reporting they were so driven by their personal goals that they relied on convenience foods over healthier options. Compared to other segments, Personal Ambition participants were less likely to be white, more likely to be younger, and less likely to be enrolled in SNAP. Personal Ambition participants were heavy consumers of media, frequently using Facebook and YouTube, as well as platforms consistent with the understanding that the Personal Ambition participants are technologically savvy (SnapChat, Instagram), and platforms that allow them to be on the go (AM/FM radio).

The patterns of personal values, lifestyles and health behaviors demonstrated by Caring for Others, Stability Seekers, and Personal Ambition participants consistently emerged across three phases of research. The distinct value patterns of the individuals described above, Maria, James, and Jasmine, directly influence their health decisions and health behaviors. By understanding what drives each of these individuals, and how each person’s core driver impacts health decisions, it is possible to predict which message strategies will be most effective in improving health behaviors. Maria (Caring for Others), may need healthier kid-friendly recipe ideas—and specific modeling that shows her how she can lead her family to try them without an argument. While Jasmine (Personal Ambition) might love learning about new, interesting spice blends that will add variety to interesting vegetables she prepares at home, James (Stability Seekers) might benefit from messaging about adding familiar vegetables to the macaroni and cheese he grew up eating. Understanding these psychographics lays the foundation for developing a meaningful messaging strategy for 2019–2020, with messages that speak to the unique characteristics of each segment and reach them on media channels they frequent.

Pillar 2: Messaging Strategy

Messaging Strategy Overview

Overall, Rescue’s messaging strategy for 2019–2020 is to make it easier for SNAP-Ed eligible Californians to eat and drink healthier. This means creative will provide concrete tips designed to move the audience toward consuming healthy items, and away from unhealthy options. This messaging strategy holds true across both foods and beverages, specifically sugar-sweetened beverages (SSBs).

Message Development Approach

Rescue’s 2019 messaging approach is a shift from the previous CDPH creative campaign, “Be Better,” which was designed to encourage people to live better with healthier behaviors. This strategic shift was in response to foundational research findings, which indicated that many SNAP-Ed eligible Californians currently know they should eat better; what they don’t know is how to eat better within their budget, time, and food availability constraints. As a result, Rescue shifted campaign messaging from “what to do” (e.g., “you should eat and drink healthy”) to “how to do it” (e.g., “swap french fries for fresh carrots”). This new approach led Rescue to create two kinds of messages:



Replacement messages are designed to offer comparable and healthy swaps for the audience to consider when they do want to eat healthier, but do not know how to do so. Replacement messages are powerful because they empower the audience to make small changes to familiar behaviors that result in a significant health impact. When the audience replaces part of their meal with a healthier ingredient, they in turn reduce the amount of unhealthy ingredients in their meals.

Sample Replacement Messages are as follows:

- Instead of eating fast food, make “restaurant” meals at home. For example, homemade fried rice can have fewer calories and a lot more veggies than the fast food version.
- Instead of peanut butter and jelly on white bread, substitute jam with fruit on whole wheat bread. This provides a similar taste and it cuts calories and sugar.
- Instead of fast food, try switching takeout with something healthier, like a rotisserie chicken and ready-to-eat salad mix. It is healthier, with a similar cost and amount of prep time.
- Instead of sugar-sweetened beverages, try substituting sparkling water with lemon. Save about 150 calories per serving and it is much less expensive.

Overcoming messages are designed to provide solutions to help the audience tackle the obstacles they believe prevent them from incorporating healthy foods or beverages into their lives. Healthy living solutions are not often tailored for a SNAP-Ed eligible audience, which can make those solutions feel unattainable or unrealistic. Therefore, overcoming messages are impactful because they show the audience that healthy living is possible for them, despite obstacles and constraints in their daily lives.

Sample Overcoming Messages are as follows:

- It can be hard to find time between family and work, but you can actually make a protein-filled salad in the same time it takes to stop for fast food.
- Want to eat breakfast but don’t have time? Try preparing ahead. For example, take five minutes to make overnight oats in individual to-go containers. Quick, easy, portable, and nutritious.
- If kids won’t drink water, try diluting juice with water to get them used to less sugar, while also saving money.
- If kids want fast food, try making a rule that fast food equals low-fat milk instead of soda. Saves calories and sugar, plus milk has calcium and protein.

A key component of the Replacement and Overcoming messaging approach is to avoid telling the audience things they already know they should do. For example, the campaign will avoid a message like, “Drink more water,” because most of the audience is already open to drinking more water. However, they may not already know how to do things like get their kids to drink more water, or how to make water taste better. Similarly, the campaign will avoid a message like, “Eat more fruits and vegetables,” because most of the audience already wants to consume more produce. However, they might not have recipes that incorporate produce, or may not know how to make their kids enjoy eating more produce. Incorporating the Replacement and Overcoming messaging approach will refine the campaign’s focus on these types of “how” messages.

Tailoring Messages for All SNAP-Ed Eligible Californians

A variety of factors are taken into consideration when SNAP-Ed eligible Californians make decisions about what to eat, drink and serve their families. Many of these factors are unique to this audience’s income level and housing situation(s). For example, the following factors surfaced during the research outlined on page 8 within the Research Learning and Audience Insights section of this document: Will my kids eat the recommendation so money is not wasted? Can I purchase the recommendation in my immediate neighborhood? Is the recommendation affordable given my limited budget? Does the recommendation fit within my pre-established routine or would I need extras, such as additional childcare, to achieve the proposed outcome?

To ensure needs, such as these, are appropriately addressed within creative messaging, Rescue is creating **SAVI** messages: **S**pecific, **A**ttainable, **V**iable, and **I**mpactful.



Specific: Specific messages should include real examples to reduce the audience’s burden of figuring out how to be healthy. For example, instead of juice after kids’ sports games, try bringing “creamsicle water” for the team. Water, a splash of orange juice and a few drops of vanilla. Less sugar, still delicious.

Attainable: Attainable messages include swaps, ingredients, and recipes that are both widely available and are priced similarly to the unhealthy food being replaced. For example, instead of fast food, try switching takeout with something healthier but equal in availability and price, like a rotisserie chicken and ready to eat salad mix from the grocery store.

Viable: Viable messages include changes that are feasible for the audience to execute from the perspective of time, skill, family, culture, and taste. For example, if kids are used to drinking juice and won’t drink water, try diluting their juice with water to get them used to the less-sweet flavor.

Impactful: Impactful messages include behaviors that, if adopted, would cause a meaningful nutritional impact. If investing resources in a specific example, it must be worth the effort for the campaign and the audience. For example, in pasta dishes, try replacing $\frac{1}{3}$ of the pasta with a vegetable like broccoli or cauliflower. It is an easy way to eat more vegetables that tastes great while reducing high-calorie/low nutrient white carbohydrates.

If the above SAVI criteria are met, messaging is determined to be appropriately targeted to the audience of SNAP-Ed eligible Californians.

Tailoring to Segments Within SNAP-Ed Eligible Californians

While Rescue’s aforementioned research indicated that the audience will be receptive to SAVI messaging about shared needs across all SNAP-Ed eligible audiences, such as needing family to like what they are serving for dinner, healthier solutions for last minute situations, new recipes that makes sense within their lifestyle and schedule, and pantry planning assistance, research also indicated that the audience is even more receptive when their personal values are addressed in messaging. This finding indicated that tailored messaging would be impactful for the following three segments within the SNAP-Ed audience: Caring for Others, Stability Seekers, and Personal Ambition (see page 10 for more detail).

As a result, the recommended approach is to create “universal” messaging targeted to the full audience, while also creating additional ”tailored” messaging to address each segment’s individual values. The following two tables outline this approach in more detail:

Table 2: Universal messaging across all 3 segments by characteristics and needs

UNIVERSAL MESSAGING / AUDIENCE AS A WHOLE		
SEGMENT	CHARACTERISTICS	NEEDS
Includes All Three Segments: Caring for Others Stability Seekers Personal Ambition	Audience needs their families to like and want to eat the foods proposed	Messaging designed to get the whole family happy and involved
	Food availability and food scarcity are major concerns for the audience	Messaging about budget-friendly, ahead-of-time planning
	Audience often has last-minute itinerary changes due to unpredictable work and childcare schedules	Messaging about immediate and/or easy-to-purchase solutions
	Issues such as lack of time and competing priorities decrease time available for food prep	Simple recipes that are easy to incorporate and use widely available items

Table 3: Tailored messaging strategy by segment, characteristics, and needs

TAILORED MESSAGING / INDIVIDUAL SEGMENTS			
SEGMENT	MAIN IDEA	CHARACTERISTICS	NEEDS
Caring for Others	Primary driver is in making family members happy and satisfied	Willing to try new things Follows lead of others, especially when trying new things People pleasers Connection seekers Improve for others/ family, vs. self	Messages that show how others are making similar changes Messages that how family members other than mom taking the lead, like a child’s cooking video
SEGMENT	MAIN IDEA	CHARACTERISTICS	NEEDS
Stability Seekers	Primary driver is in providing consistency for the family	Willing to try things that sound easy to incorporate Don’t like to push flavor/ ingredient boundaries Tend to look for holistic/ all-in-one approaches Need a good reason to change Most convenience driven of the segments	New recipes that incorporate familiar ingredients cooked in a healthier manner, like baked potato wedges instead of fried potatoes Messages about simple ways to plan ahead, like freezing flat portions so they defrost faster
SEGMENT	MAIN IDEA	CHARACTERISTICS	NEEDS
Personal Ambition	Primary driver is in building success for the family	Actively seek new experiences and foods Aspirational thinkers/ triers Information seekers Willing to have kids say “yuck” once or twice (not three times) Interested in both self- and family-improvement Healthiest eaters of the segments	Messages about new ideas or less familiar flavors, like using spices for seasoning in place of fats Messages about both family foods and their own foods, like what to pack for mom’s breakfast on the go

Creative Approach - Introducing the “Healthy Victories” Campaign

CalFresh Healthy Living will officially launch with the “Healthy Victories” creative campaign on April 1, 2019. Developed by Rescue and CDPH, and refined through creative concept testing research of SNAP-Ed eligible Californians, Healthy Victories is centered around one simple insight: that SNAP-Ed eligible Californians believe that it takes a big change to make a big difference in one’s health, when in fact it is the small, incremental changes that can lead to the biggest health victories. The concept of Healthy Victories is to celebrate small changes that lead to healthier behavior in a big way. Healthy Victories serves to motivate and support small healthy choices by presenting simple tips and tools that easily fit into the daily lives of each audience segment. The Healthy Victories campaign is composed of two primary themes: drinking more water and less sugar-sweetened beverages (SSBs) and eating more healthy foods.

Healthy Victories consists of six main broadcast commercial and/or over-the-top scripts—four in English and two in Spanish. Each commercial advertisement focuses on a specific theme, such as nutrition or water, and is tailored to a specific audience segment(s) using the values and motivators discussed during research. In addition to the main commercial spots aired on television and/or over-the-top television, Healthy Victories messaging will also be featured on digital and social media, the CalFresh Healthy Living website, point-of-sale advertising, and radio. This content strategy is further outlined on page 19 within the media section. In order to ensure an integrated approach to campaign messaging, Rescue and CDPH have worked together to weave the Healthy Victories creative concept throughout all FFY 2019 creative messaging to the targeted audiences.

While media dollars will be allocated and put behind the creative assets for the campaign during the peak time of April–September 2019, Rescue and CDPH will work together to ensure key mediums for engagement continue all year long to build upon the momentum created year over year.

More specifically, messaging will be flighted during the times and within the specific mediums listed below in FFY 2019:

Table 4: Healthy Victories campaign flighting summary

HEALTHY VICTORIES CAMPAIGN MESSAGE	TIMING	ASSOCIATED ASSETS
<p>Message: Water Focused (less SSBs)*</p>	<p>April–June 2019</p>	<ul style="list-style-type: none"> • (3) New TV Ads: 2 English, 1 Spanish • New Digital Videos • New Digital, Paid Social, OOH, and Point of Sale Assets • New Digital Tools/Experiences • (3) New Social Editorial Calendars (monthly) • New Facebook Messenger Content • New Radio Advertisements • Refreshed Statewide Day of Action Materials for Rethink Your Drink Day (promotional materials, social content, interactive activity assets, surveys, posters, event guide) • New Website Content

HEALTHY VICTORIES CAMPAIGN MESSAGE	TIMING	ASSOCIATED ASSETS
Message: Nutrition Focused*	July–Sept 2019	<ul style="list-style-type: none"> • (3) New TV Ads: 2 English, 1 Spanish • New Digital Videos • New Digital, Paid Social, OOH, and Point of Sale Assets • New Digital Tools/Experiences • (3) New Social Editorial Calendars (monthly) • New Facebook Messenger Content • New Radio Advertisements • Refreshed Statewide Day of Action Materials for Healthy Snack Day (promotional materials, social content, interactive activity assets, surveys, posters, event guide) • New Website Content
Message: Recycled Content, Focused on Water and/or Nutrition (Note: No paid media efforts during this time but organic messaging to continue)	Oct 2019–March 2020	<ul style="list-style-type: none"> • (6) Social Editorial Calendars, Using Recycled Content (monthly) • Recycled Facebook Messenger Content

**Although not the primary focus of broadcast content, Physical Activity messages will be present throughout digital and social media content to ensure a well-rounded healthy living message is communicated to the target audience.*

Communications Approach to Media

When approaching communication planning, Rescue takes the messages tailored for SNAP-Ed eligible Californians and applies them to a diverse range of media channels. Not all media channels are created equal, and not all messages can be delivered on any channel since the audience receives messages differently depending on what media channel is used. For example, point of sale placements are good at providing reminders, but aren’t strong persuasive tools. In contrast, video commercials aren’t efficient for reminders, but can be persuasive. Therefore, Rescue has classified messages into content types and mapped them to the campaign’s prioritized media channels based on their abilities to deliver persuasive messaging at the right place and the right time. All messages will be Specific, Attainable, Viable, and Impactful. Content types include:

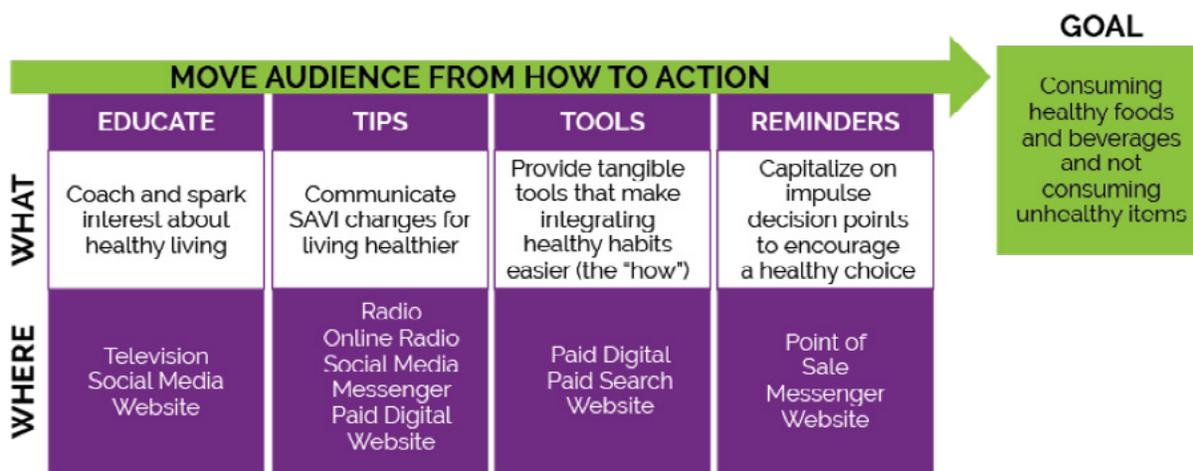
Education. Here, the campaign is coaching and sparking interest about healthy living. Although all campaign creative will educate, this is designed as a mass awareness vehicle that will reach large portions of the audience with a healthy living message. For example, a Healthy Victories commercial spot will air on television across the state and educate about healthy solutions that will work for their families.

Tips. These types of messages will communicate changes to the audience that will provide suggestions about healthy changes that are easy and appealing. The approach is to deliver tailored messaging for the audiences where they are spending most of their time—online. For example, the social media content for the campaign will provide tangible tips that communicate a simple change towards healthier living, like a family-friendly recipe.

Tools. This type of content will provide hands-on digital tools for the target audiences that actually help them integrate healthy habits in a tangible way. This takes the campaign a step beyond media alone and into a valuable resource that makes it easier to overcome common barriers. For example, an interactive digital tool could help a low-income mom plan a healthier meal by providing her with tailored recommendations that fit her budget, flavor, and convenience preferences.

Reminders. Lastly, this type of content encourages the audience to make healthier choices in moments where they might be inclined to make unhealthy choices. Reminders are strategically placed in locations that capitalize on impulse decisions. For example, point-of-sale ads will remind the audience in a grocery store to pick up fruits and vegetables as a healthy snack.

When used in coordination, each content type helps nudge the audience toward taking action. The following graphic maps out each content type and the media channels that are most appropriate for that style of communication.



How Audience Research is Applied to Media Channel Selection

The media and advertising campaign will reach all SNAP-Ed eligible audiences via: television, radio, point of sale, digital experience tools, and the CalFresh Healthy Living website. As a step further, Rescue and CDPH used research findings to understand and identify channels where the targeted audience segments can be reached based on their online behavior patterns, as outlined below:

- **The Caring for Others** segment is greatly influenced by the recommendations from others, so Rescue will deliver more messages for this segment on the channels that Caring for Others indicated they use the most. The media platforms most commonly used by Caring for Others participants were the social media platforms Facebook and YouTube. For Facebook, Pinterest, and streaming music with commercials (Pandora, Spotify), greater endorsement of Caring for Others values predicted increased frequency of platform use. When Rescue looked at those who most highly endorse Caring for Others values, 85% used Facebook, 78% streamed music with commercials, and 57% were on Pinterest.
- **The Stability Seekers** segment is rooted in their routine so Rescue will serve messaging across more established online channels and ad placements such as Facebook, YouTube, and paid digital (on the sites Stability Seekers frequent the most).

- **The Personal Ambition** segment enjoys consuming information and reported increased media use across all platforms. The social media platform most commonly used by Personal Ambition participants was Facebook, followed by YouTube. Additionally, greater endorsement of Personal Ambition values predicted the use of Instagram. This aligns with the understanding of this group as being more technologically savvy. Therefore, Rescue plans to serve this group more interactive ad units that tend to have higher amounts of young adult users, like canvas ads.

Media Strategy: The 360° Approach

The communications approach leverages a carefully planned paid media buy to amplify the campaign message to the right audience(s), in the right media environments, at the right time. 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.

In late 2018 to early 2019, a Request for Proposal (RFP) process will be conducted with media vendors to gain an understanding of all media opportunities before any media is purchased. Rescue will optimize digital and social media regularly to guarantee budgets are spent wisely and no dollars are wasted on underperforming ad units, placements, or sites.

Within the media allocation, the percentage breakdown of media spending for FFY 2019 will closely resemble the below table:

Table 5: Budget breakdown percentage by media channel

MEDIA CHANNEL	RECOMMENDED PROPORTION OF MEDIA BUDGET
Digital	20% - 25% of Total
Social	20% - 25% of Total
TV	20% - 25% of Total
Radio	15% - 20% of Total
OOH/Point of Sale	10% - 15% of Total

Note: 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.

Targeting Approach

To ensure the message is served to the right audience and ad waste is limited, the buy is carefully targeted to a SNAP-Ed eligible audience leveraging a combination of demographic and psychographic targeting capabilities.

Rescue leverages each media channel to ensure the targeting is as accurate as is possible with the available technology. Targeting capabilities are dependent upon each unique media channel and Rescue will utilize the following approach by channel:

- Programmatic digital partners leverage anonymized consumer purchase data;
- Social media partners can use household income and purchase behavior;
- TV and radio targeting is based off Nielsen measured indexes that identify the audiences media consumption; and
- Point-of-sale and out-of-home placements are planned utilizing tools such as Geoscape and Geopath, where each placement is pinpointed on a street grid.

Psychographic targeting will be leveraged in media through tailored creative in the channels where caring for others, stability seekers, and personal ambition audiences are consuming content. As displayed in the chart below, unique messages tailored to each psychographic audience will be utilized in TV, digital, search and social media advertising channels, while universal messages will be utilized for radio, point-of-sale, and out of home advertising channels and throughout digital and local event experiences.

	CARING FOR OTHERS	STABILITY SEEKERS	PERSONAL AMBITION
TV			
RADIO			
POS/OOH			
DIGITAL + SEARCH			
PAID SOCIAL			
EXPERIENCES (DIGITAL +EVENT)			

Approach to Media Partner Selection

Each media partner is evaluated on their ability to layer reliable data sources, geo-targeting, as well as their mix of media placements, historical performance, and quality of inventory. Additionally, Rescue applies research findings about the audience’s online behavior (e.g., if an audience is more or less likely to be active on social media) and type of ad inventory available (e.g., animated and static units, custom ad units, and more). These selections enable the campaign messages to appear in the media environments where and when the audience is already consuming media, which increases the likelihood that the audience is receptive to a healthy living message.

Media Tactics Detailed by Channel

Placements for each channel will be based on the online behaviors and the varied targeting capabilities of each channel. It will be important to leverage each channel where the target audience can be reached in order to achieve campaign objectives.

Television will reach a high proportion of the audience to pique interest in the campaign and healthy living through broadcast videos. Rescue’s approach to buying TV includes an analysis of audience segments, programming, and language stratification. Spot Television will be strategically placed in target DMAs to generate top of mind awareness and maximize efficiency. Rescue and CDPH will ensure delivery in environments with a high composition of the target, reaching both English dominant audiences and Bilingual/Spanish dominant audiences. Top ranking stations, best performing programming, and most effective parts of the day to achieve the greatest impact will customize each market’s plan.

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.

Radio will plant seeds of action towards healthy living. Radio allows for the ability to reach the target while they are planning meals for their family (e.g., driving home from work) and decisions are being made around food and beverage purchases. Rescue will purchase local station broadcasts in key markets. Broadcast radio will be used to cost effectively drive frequency of messaging 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.

Paid Digital Media will serve both as an extension of the television buy and an efficient way to connect the audience to additional information online. The buy will consist of video, display banners, and custom units. Video will primarily drive awareness of the message while display banners and custom units will motivate the audience to click through to engage with both digital interactive tools and the CalFresh Healthy Living website. Ads will be served and placed across device types including desktop and mobile. 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.” Paid digital media provides countless measurement opportunities beyond the simple impression.

As noted above, online radio ads will plant seeds of action toward healthy behavior through immediate solutions and recipes with a consideration for the unique on-the-go environment online radio provides. The buy will include a combination of audio, video, and display ads across both desktop and mobile devices. In addition to standard units, Rescue will also explore more custom placements including sponsored listening, which incentivizes the target to complete videos in order to gain access to ad-free listening.

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.

Paid Search will make it easier for users who are searching for the campaign to find it online. Keywords will be built around the brand name and branded terms to help surface the brand's website in Google search result pages. These branded terms will be paired with ad copy specific to this category. Additionally, keywords and ad copy will be generated around key campaign messages that tie back to the online digital experience tools and drive users to them. Keywords and ad copy will be continually optimized to ensure efficiency and high quality scores.

Social Media will engage the audience with content that educates and provides tips on healthy ideas that are simple, fun, and budget and family friendly. 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. Paid social media will develop rich targeting profiles using robust targeting tools and third party data. This limits advertising waste by expanding exposure within the audience (where they are already engaging and consuming media) and limiting exposure to those outside the target audience. Rescue plans to run various forms of paid social ads, including video ads, web clicks ads, as well as interactive ads, in an effort to increase brand awareness, facilitate two-way conversations, as well as increase message receptivity and retention.

In FFY 2019, Rescue will expand social media efforts beyond the existing Facebook presence and start developing a presence on additional platforms, which could include Pinterest, Instagram, and more. As the campaign expands into new social channels, Rescue will plan content that feels native to each media environment. For example, when planning content for Pinterest, recipes are likely to feel most relevant to the audience in that setting.

Social posts will be delivered in a Social Media Editorial Calendar on a monthly basis. Content plans will repurpose content from the FFY 2018 media year from October 2018—March 2019. Once the new media campaign launches in April 2019, Rescue will utilize the new Healthy Victories campaign content to support the media push from April 2019 and beyond.

Out-of-Home: Point-of-sale ads allow key brand messages to be delivered at the exact same time that purchase decisions around food and beverage products are occurring. These point-of-sale placements will be strategically located within grocery and convenience stores, and billboards will be strategically placed to compete with fast food establishments, all with special attention placed on ethnic segmentation and language. A combination of units placed on the shelves and floor will educate the target on healthy options while also making it easier for them to identify where they are located within their local store. Partnerships with radio stations will also be leveraged in combination with grocery store relationships to expand messaging points on healthy food and beverage options. These radio partnerships will include radio remotes at local grocers and promos on air. Additional out-of-home media, such as billboards, will be placed in key markets to drive awareness and provide messaging on healthy alternatives for meal decisions made on the go. This includes posters located outside of convenience stores.

Media Destinations: Where Ads Will Drive Traffic

Digital Tools are a key component of the program activities planned for 2019–2020. They help the audience engage with tools that provide tangible ways to overcome the obstacles in their way. In 2018, Rescue developed two tools: one that helped the audience calculate how much sugar they were consuming and provided options for effective swaps (Beverage Breakdown) and another that provided recipes that matched the user's flavor profile (Personal Recipe Finder).

Rescue plans to add similar tools in 2019–2020 that make it easier and more appealing for SNAP-Ed eligible Californians to live healthy. One tool will focus on drinking more water and the other will focus on nutrition to synch up with the remainder of the campaign content in an integrated manner. Creative development is currently in progress with CDPH.

The Campaign Website will be updated with new branding and will continue serving as a resource for the audience for more ways to live healthy. It will continue to house campaign content that helps the audience live healthier like healthy recipes, family friendly tips and ideas, video content, educational information, and so much more.

Once new creative has been approved, Rescue will work with CDPH to code all the necessary updates 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.

The Facebook Messenger Tool is taking the place of the text-messaging program from FFY 2017. Rescue piloted Facebook Messenger in FFY 2018 and saw record levels of subscriptions and engagement with the audience. During the six-month campaign period, the messenger tool generated over 11,000 subscriptions. Messenger allows for direct online communication with the audience by delivering weekly reminders and tips for healthy living. The audience is able to subscribe to the weekly messages that will include healthy and easy recipes, simple exercises, as well as reminders to drink water. Rescue will also be able to engage in two-way conversations with the audience through this tool should there be any questions or comments on the messages. These messages will be strategically planned every month and delivered within the monthly Social Media Editorial Calendars.

Pillar 3: Integrate Communication With Policy, System, and Environmental (PSE) Efforts and Direct Education Support

Rescue intends to continue leveraging every aspect of local on-the-ground efforts to motivate, support, engage, and inspire people to get involved with the campaign in a more coordinated, connected way. In FFY 2018, Rescue and CDPH developed a sound infrastructure for Statewide Days of Action, Statewide Champions, and Technical Assistance webinars and trainings, to better integrate communication from the media and advertising campaign with PSE and Direct Education efforts on the ground. Now that the groundwork has been set, Rescue and CDPH will work together to continue building upon and improving these tactics in FFY 2019.

Statewide Days of Action

Two Statewide Days of Action were launched in FFY 2018 with the goal of educating and motivating SNAP-Ed eligible Californians to eat and drink healthier. By leveraging and enhancing USDA-funded curriculum to create and distribute materials for these Statewide Days of Action, CalFresh Healthy Living (as Champions for Change) supported over 700 events hosted by LIAs, CBOs, and their partners. Event hosts distributed educational materials, offered demonstrations and tastings and engaged participants in activities to promote two key messages:

- On Rethink Your Drink Day, the key message was to “drink more water and fewer sugar-sweetened beverages”; and
- On Healthy Snack Day, the key message was to “eat healthier, focus on more nutritious snacks”.

The CalFresh Healthy Living program will build upon this success and continue to facilitate the two Statewide Days of Action in FFY 2019–2020. Based on extensive feedback from participating LIAs, CBOs, and their partners, the two Statewide Days of Action will coincide with the Healthy Victories nutrition and water based messages to ensure full campaign message integration and will continue as follows:

Table 6: Statewide Days of Action flighting and materials

DAY AND MESSAGE	DATE	NEW AND UPDATED MATERIALS FOR FFY 2019
<p>Rethink Your Drink Day</p> <p>Message: Drink More Water; Less Sugar Sweetened Beverages</p>	<p>May 2019</p>	<ul style="list-style-type: none"> • Event Guides for Planning, Promoting and Hosting • Educational Handouts • Interactive Materials • Promotional Posters or Flyers • Event-Based Social Media Editorial Calendar • Press Material Templates • Support Webinars for Training Hosts • Online Resources • Interactive Digital Experience • Radio Remote Opportunities <p>*Note that Spanish translations will be provided for all public-facing materials and experiences.</p>
<p>Healthy Snack Day</p> <p>Message: Eat More Healthy Snacks; Eat Fewer Unhealthy Snacks</p>	<p>September 2019</p>	<ul style="list-style-type: none"> • Event Guides for Planning, Promoting and Hosting • Educational Handouts • Interactive Materials • Promotional Posters or Flyers • Event-Based Social Media Editorial Calendar • Press Material Templates • Support Webinars for Training Hosts • Online Resources • Interactive Digital Experience • Radio Remote Opportunities <p>*Note that Spanish translations will be provided for all public-facing materials and experiences.</p>

Statewide Days of Action: Considerations for New and Updated Event Materials

With the success of the FFY 2018 Statewide Days of Action, Rescue and CDPH will update support materials for local event hosts with three important considerations:

Effectiveness – As in FFY 2018, the goal of the materials is to educate Californians on the key messages described in the chart above. In addition to the educational content of materials, host feedback will heavily weigh in on which materials are selected for the FFY 2019 Statewide Days of Action. Materials ranked lower in effectiveness by hosts will be revised to address the issues that were raised or removed from the event support package.

Impact – Materials will be selected based on the predicted impact on the intended audience (SNAP-Ed eligible populations). For example, materials that can be used repeatedly by hosts or participants after the event will be prioritized for wider distribution than materials that cannot.

Accessibility – New and updated materials, including event-in-a-box kits, will be designed to reach as many local event hosts and their participants as possible, while maintaining cost-efficiencies. The goal of the event-in-a-box materials is to provide hosts with everything they need to host a successful statewide day of action. To reach more hosts in FFY 2019 without increasing the program budget, additional considerations will be made for online materials and tools that can be widely distributed without incurring additional printing or shipping costs.

Updates to Statewide Day of Action Websites

Two Statewide Day of Action Websites were created in FFY 2018: RethinkYourDrinkDay.com and HealthySnackDay.com. The two websites will be refreshed and implemented for Statewide Days of Action in FFY 2019, with the following updates:

Digital Experiences on both Statewide Day of Action websites will be updated and expanded based on FFY 2018 learnings. While the Beverage Breakdown and Personal Recipe Finder experiences will remain on their respective websites, new and/or modified digital experiences designed to help users build healthy recipes and identify healthy replacements to common recipe favorites will also be created.

Online Resource Libraries for both Statewide Day of Action websites will be updated for easier navigation of online resources. All materials available online will be updated to their most recent versions and those not developed by the CalFresh Healthy Living program will be curated from available resources published to USDA websites.

Expanded Social Media Editorial Calendars will be made available to address the needs raised by LIAs in FFY 2018. Editorial Calendars will continue to provide sample posts to promote Statewide Days of Action, but will also include general educational posts to help hosts continue to promote the key messages of both Statewide Days of Action throughout the year.

Local Event Support

For Statewide Days of Action and additional educational events hosted by local health departments, local event support will be made available to promote direct education efforts occurring at the local level.

Radio Remotes are promotional opportunities that can be requested by LHDs to provide additional reach and amplification of their events. Based on FFY 2018 learnings, the radio remote packages will be standardized in FFY 2019 to provide farther-reaching event support. In areas where radio stations are unavailable, an alternative support package will be made available to support events by request.

Press Templates for Local Media Relations and Outreach will be developed for LIAs to implement for Statewide Days of Action and generalized local events utilizing a radio remote. The media relations templates will include press releases, calendar alerts, media advisories and talking points that can be customized for local markets.

Communication Training Seminars/Webinars and Technical Assistance will address the most common needs identified by LIAs to help them garner more awareness, support, and media attention for their events, curriculum, and programs.

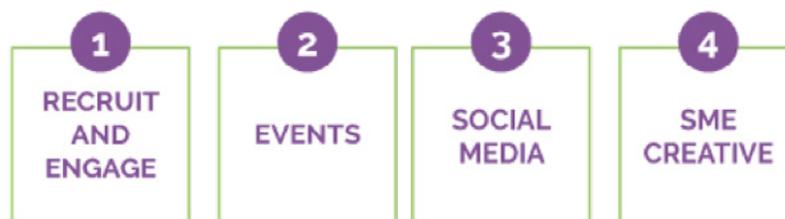
Statewide Champions Program

The Statewide Champions program is a movement of local leaders in California who inspire, educate, and support their families, friends and communities to make healthier choices. These Champions serve as role models who have made positive healthy changes in his or her own life, as health educators who are actively disseminating healthy messages in the community and at times, serve as health advocates in civic, cultural, or social causes for those who may not have a voice or the resources to be healthy.

In August 2018, Rescue and CDPH held a kickoff meeting to motivate, inform, and engage Champions on how to use their authentic voices to make a difference in their lives and communities by making healthy choices. This Authentic Champion Voice Project (ACVP) meeting featured 20 Champions who participated in capacity building sessions (e.g., finding authentic voice, social media, etc.), honed their interviewing skills, learned how to cook healthy meals through a hands-on demonstration, and were inspired by a keynote speaker.

Through the framework that was established during the ACVP and feedback offered by the Champions and CDPH, Rescue and CDPH developed a community engagement strategy that will be implemented in FFY 2019.

To build on the momentum of the ACVP, Rescue has proposed that the 20 Statewide Champions are developed to assist the campaign in the following areas:



Once the Champions are selected, Rescue will work with CDPH to give them opportunities to be involved in the following ways: provide feedback and potentially be featured in campaign creative when possible serving as Subject Matter Experts (SMEs); participate in Statewide Days of Action events; be actively involved with social media platforms; and serve as a spokesperson and volunteer for community event opportunities that will be procured through the media buy (e.g., events at local

retail or grocery stores). Rescue and CDPH will coordinate communication to ensure the activities that the Champions are involved with address the overall program goals, mission, and vision.

Policies, Systems, and Environments (PSEs)

Given Pillar 3 of the media and advertising campaign's, overall strategic framework is rooted in integrating more communications with local PSEs in FFY 2019 and beyond, Rescue and CDPH are collaborating to create "Healthy Places". Healthy Places is a simple way to talk about the purpose of PSE efforts with community members who are not already "in the know" about PSE strategies.

The Healthy Places project will provide a variety of optional communication tools that LHDs may use when educating their communities on local initiatives. These tools will provide specific examples of PSE efforts within the context of a community or school—ultimately helping the public consumer better understand why they should support local initiatives. These tools will come in the form of videos, social media posts, etc., and are not meant to guide or change PSE efforts, but rather help LHDs communicate with the public while also connecting LHD efforts to statewide marketing messages.

WHO WILL USE THESE TOOLS?

LIAs and their advocates who are working on PSEs in their community and/or schools.

WHO WILL THEY USE THESE TOOLS WITH?

Local members of the community including decision-makers, parents, and potential partners who need to support PSE changes.

WHY DOES IT MATTER?

Introducing the language of Healthy Places and communication tools including such language will make it easier for LIAs to talk about PSEs.

The Healthy Places project will include (2) :60-:90 Animated Videos (Schools and Community PSEs Focus) to help LIAs bring awareness and support to their local PSE efforts in FFY 2019 and FFY 2020.

Pillar 4: Elevate Measurement from Awareness to Engagement

Evaluating Campaign Success

When evaluating campaign success, it is important that both formal evaluation data and media performance data is used to ensure a comprehensive assessment of behavior change. Evaluation will measure behavior change across the SNAP-Ed eligible audience in California while exploring segment-specific findings. The formal evaluation of the media and advertising campaign for FFY 2019 will be conducted and led by CDPH's Research and Evaluation team. Rescue and CDPH are working closely together to ensure all evaluation recommendations are sound and appropriate for measuring the Segmentation approach.

Measuring Media Performance

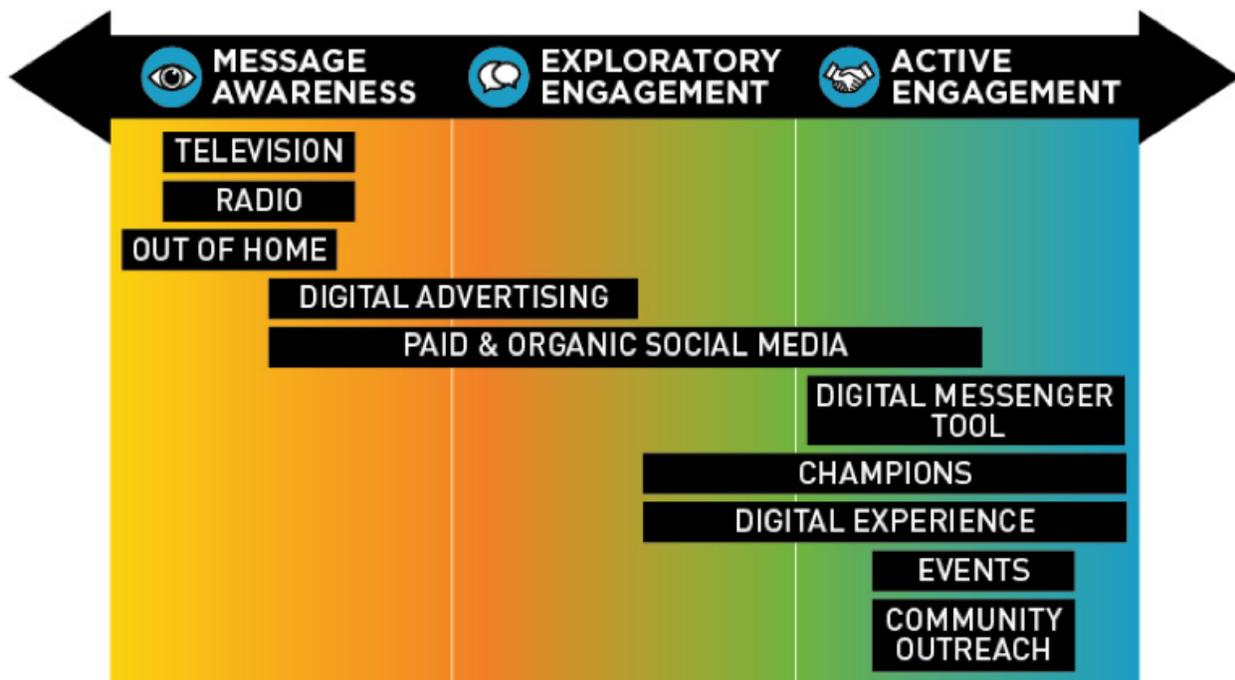
Many social marketing initiatives focus on increasing awareness among their target audience. Awareness is a valuable measure because it demonstrates that people noticed a campaign. While this is a great place to start, many people are already aware that eating healthy is good, that exercising will make them happier, and that soda won't achieve nutritional bliss. Therefore, if they are already

“aware” of the healthy behavior, what is stopping them from performing it? The campaign has not 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. The campaign will take the audience on a journey from awareness (“I know I should eat more fruits and vegetables”), to exploratory engagement (“I want to eat healthier, how do I do it?”), to active engagement (“I am eating healthier, here is how I did it, and here is how I will continue my progress.”)

Engagement means the audience has done something in response to a 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.

Rescue has developed an architecture to assess channel purpose, as shown in the diagram on the following page, in order to manage a campaign with an engagement-driven model. The framework ranges from message awareness (measured through impressions, gross rating points, etc.), to exploratory engagement (measured through clicks, video views, click-through rates, searches for more information, etc.), to active engagement (measured through event attendance, sharing or posting on social media, wearing a piece of apparel, etc.).

This framework will help make informed recommendations on how to use funds efficiently to achieve California SNAP-Ed program goals.



To measure the effectiveness and success of the CalFresh Healthy Living Program in FFY 2019–2020, Rescue will collect various media metrics throughout the campaign, including:

Table 7: Media metrics overview and definitions by media type

METRIC TYPE	METRIC	DEFINITION	MEDIA TYPE
Awareness	Impressions	Number of times an ad is viewed/served	Digital Media
	Reach	Percentage of population that has seen the ad	Digital and Traditional Media
	Frequency	Number of times population is exposed to the ad	Digital and Traditional Media
	GRPs	Impressions/Audience x 100	Traditional Media
	Video Impressions	Number of times a video starts	Digital Media
Engagement	Video Views	Three seconds or longer views on videos	Paid Social Media
	Video Completions	Number of times a video completes 100%	Digital Media
	VCR (Video Completion Rate)	Video Views/Video Completions	Digital Media
	Clicks	Number of clicks on a link	Digital Media
	CTR (Click Through Rate)	Clicks/Impressions	Digital Media
	Likes/Reactions	Number of likes or reactions to a posts	Social Media
	Comments	Number of comments received on posts	Social Media
	Shares	Number of times people have shared a post on their own pages	Social Media
	Sessions	Number of times people have visited the site	Campaign or Statewide Day of Action Websites
	Digital Experience Starts	Number of times people have started an interactive digital experience	Statewide Day of Action Websites
	Digital Experience Completion	Number of times people have completed an interactive digital experience	Statewide Day of Action Websites
	Digital Experience Completion Rate	Digital Experience Starts/ Digital Experience Completion	Statewide Day of Action Websites

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 what 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 CalFresh Healthy Living program will prioritize engagement metrics over impressions and awareness without sacrificing any campaign impact. 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.

Key Integrated Milestones

As identified throughout this FFY 2019 MCP, 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 2019 to create a collaborative, integrated, and effective campaign for the CalFresh Healthy Living Program:

Table 8: Key milestones for the 2019 Calfresh Healthy Living campaign

KEY MILESTONE	ESTIMATED DATE
Authentic Champions Voice Kickoff Call/Webinar	March 2019
Healthy Victories 2019 Statewide Media Campaign Launch	April 1, 2019
Water-Focused Healthy Victories Content Live	April 1, 2019–June 30, 2019
Statewide Day of Action: Rethink Your Drink Day	May 2019
Nutrition-Focused Healthy Victories Content Live	July 1, 2019–September 30, 2019
Mid-Year Media Reporting	July 30, 2019
Authentic Champions Voice Project Meeting	August 2019
Statewide Day of Action: Healthy Snack Day	September 2019
End of Year Media Report	November 2019

Appendix: Additional Research Findings

In 2018, Rescue and CDPH conducted three phases of research, all in the context of a comprehensive literature review. In the first phase of research, Rescue conducted psychographic interviews in English and Spanish, with 46 participants located in Chico, Oakland, Sacramento, Los Angeles, the Coachella Valley, and San Diego. The second phase of research consisted of eight identity projection focus groups conducted in English and Spanish, held in Sacramento, Fresno, Los Angeles, and San Diego with a total of 74 participants. The third phase of research was the Population Survey which was disseminated online throughout the state with representation across all state regions. The Population Survey was administered in English, Spanish, Cantonese, Vietnamese, and Hmong, and received a total of 1,504 responses. The three phases of research revealed challenges and behavioral patterns that were common to all participants, however, when a psychographic segmentation approach was used, Rescue was able to identify three segments for targeting, each with unique values, challenges, and priorities when it comes to healthy living.

Across the three phases of research, Rescue gathered information from a broad range of SNAP-Ed eligible individuals. Recruitment efforts prioritized female participants, however male participants also participated. Similarly, recruitment efforts prioritized individuals with a child/children under age 18 in their home, but also included individuals who lived alone. A large range of family sizes participated, with the average household size being four persons. For both psychographic interview and focus group participants, the average age was 43, however, individuals from age 18 to 68 participated. In keeping with recruitment goals, all participants were SNAP-Ed eligible and more than half of participants were SNAP-enrolled.

Research revealed key challenges that impact the health decisions of SNAP-Ed eligible Californians. Participants reported that cost-concerns profoundly shaped meal selection and often resulted in the purchasing of lower-cost, processed foods. Cost was also a barrier to exercise, as purchasing a gym membership or paying for childcare so a participant could exercise, was not something that fit into participants' budgets. Food insecurity often amplified concerns about costs, particularly among Spanish-language participants. At the end of the month, when benefits ran out and paychecks had already been spent, participants struggled to purchase healthy food, which was often more expensive than less-healthy options.

Participants also consistently reported struggles related to time. Participants' schedules often required them to balance many commitments, including multiple jobs, childcare, eldercare, or school. The amount of time required to prepare healthy meals or to exercise was often perceived as impossible to fit in, which often lead to the purchase of fast food meals or buying processed foods that could be quickly prepared. While participants did report that they prepared most meals at home, most participants had eaten out in the past week. Similarly, any exercise that happened was usually incidental: part of daily house cleaning, yard work, or walking as a means of transportation. Participants reported they simply did not have the time for intentional exercise.

Encouragingly, across phases of research, participants also shared the general desire to learn more about nutrition and exercise. The majority of participants were already aware of CalFresh and SNAP, though there was less awareness of SNAP-Ed across all phases of research. The most common reasons cited for seeking resources on eating and/or exercise was to improve health and lose weight. Participants reported using their preferred social media platforms in order to gather health information, including Facebook and YouTube. Some of the younger participants also turned

to Instagram and Snapchat as preferred media channels. This widespread desire to seek out health information is encouraging, and suggests that participants are eager to receive and are receptive to health messaging.

Participants' desire to seek out resources is also encouraging, as there is a clear need for messages that can promote improvements in nutrition and physical activity. Across phases of research, participants' consumption of vegetables and whole grains were far lower than government recommendations, and sugar-sweetened beverage (SSB) consumption continues to be more of a habit than an occasional treat. However, when participants discussed the type of health information they tend to seek out, they indicated they need information that goes beyond knowledge questions of "what exercise should I do" or "what should I eat". Rather, the low-income Californians whom Rescue encountered were much more focused on learning how to fit healthy living into their lifestyle, in a simple and cost-effective manner. Towards this end, a psychographic segmentation approach provided insight into the nuances of diverse lifestyles and personal motivations of low-income Californians.