

**Exhibit A  
SCOPE OF WORK**

**Contract Name: TBD  
10-10029**

**Goal 1. Develop a 3-year Strategic Communications Plan for FFY 2011, FFY 2012, and FFY 2013.** Develop a strategic plan for *Network* public communications based on the *Network's* four pillars as outlined in the brand architecture (Appendix 2): (a) increasing fruit and vegetable consumption (b) increasing physical activity (c) increasing food security and (d) increasing chronic disease prevention, beginning with obesity. For advertising purposes, the target audience is defined as women with children, living in households  $\leq$ 185% Federal Poverty Level (FPL), including those who are certified or potentially-eligible to participate in the California Food Stamp Program (FSP). The desired outcomes of the strategic plan are (a) an articulation of how increased consumption of fruits and vegetables and increased physical activity can help prevent diet-related chronic diseases, with emphasis on childhood obesity, and (b) the development of a positioning and core messaging that will serve as the foundation of advertising and public relations activities. The process must take into consideration, critically analyze, and build on the existing *Network for a Healthy California* Champions for Change brand and messaging, which is based on the brand attributes of champions, change agents, and empowerment.

<b>Major Activities</b>	<b>Timing</b>	<b>Key Deliverables</b>
<b>Activity 1.1 Internal Planning:</b> Facilitate up to six meetings/teleconferences in Sacramento for the purpose of gathering intelligence and developing and refining strategic direction. As needed, meetings will include <i>Network</i> senior management and staff from the following units: Communications; Administration; Research and Evaluation; Fruit, Vegetable, and Physical Activity Campaigns; Regional <i>Network</i> Operations; Community Development; and Policy, Partnerships, and Planning.	<p>October 1, 2010 through September 30, 2011</p> <p>October 1, 2011 through September 30, 2012</p> <p>October 1, 2012 through September 30, 2013</p>	<p>Meeting agendas and summary reports to include: meeting purposes, topics discussed and recommended action items. Due date of summaries will be within three working days of each meeting/teleconference.</p>

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<b>Major Activities</b>	<b>Timing</b>	<b>Key Deliverables</b>
<p><b>Activity 1.2 Strategic Assessment and Plan:</b> Prepare and present the recommended three-year strategic plan for the <i>Network's</i> goals and objectives, encompassing how the strategy will impact California's low-income populations (<math>\leq 185\%</math> FPL), specifically English-language dominant women with school-aged children who are Caucasian, African American, or Latina; and Spanish-language dominant women with school-aged children. Presentation will include a critical analysis of prior and existing <i>Network</i> communication campaigns; target profiles detailing demographic, psychographic and cultural characteristics of the three largest population segments; proposed strategy, positioning, strengths/weaknesses/opportunities/threats (SWOT) with solid rationale; desired outcomes; and brief of media tactics necessary to carry out the strategy. The plan must cite available surveillance and program data to show links with the <i>Network's</i> overall social marketing initiative. Plan will be presented in Sacramento to <i>Network</i> staff, funded partners, stakeholders and, as necessary, the State's top administrative officials including CDPH Office of Public Affairs and CHHS.</p>	<p>Preliminary draft due January 2011.</p> <p>Final plan and PowerPoint presentation due first week of February 2011.</p>	<p>Preliminary draft followed with a PowerPoint presentation and eight (8) hard copies of the proposed strategic plan, requiring no more than 45 minutes to present (not including questions and answers). Plan will systematically outline the strategic direction for achieving <i>Network</i> goals and objectives and include all key points outlined in Activity 1.2. Plan will contain precise citations as to all data sources used to determine audience profiles and strategic direction.</p>

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<b>Activity 1.3 Strategic Plan Variation:</b> Should the proposed strategic direction vary significantly from the <i>Network's</i> existing strategy, qualitative testing of the proposed strategy must be conducted among California's low-income populations ( $\leq 185\%$ FPL), specifically multi-cultural English-language dominant women with school-aged children, African American women with school-aged children and Spanish-language dominant women with school-aged children, in San Francisco/Oakland, Fresno and Los Angeles. Nine (9) focus groups or other formative research with intermediaries and <i>Network</i> partners may be required.	Last week of March 2011, if necessary.	Qualitative testing will include securing focus group facilities and qualified moderators experienced with low-income populations; screening and administering focus group participants; developing necessary screeners and moderator's guide. Findings, insights and recommendations based on the groups will be presented to <i>Network</i> staff, accompanied by a comprehensive written report and videotapes of all groups.
<b>Activity 1.4 Revisions:</b> As necessary, revise and present the three-year strategic plan to reflect qualitative findings.	Preliminary draft due April 2011.	PowerPoint presentation meeting key deliverables as outlined in Activity 1.2.
<b>Activity 1.5 Annual Updates:</b> Revisit and refine the strategic communications plan on an annual basis.	By October 2011, and October 2012.	Revised strategic communications plan, if necessary.

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**Goal 2. Develop and Implement Media Plans for FFY 2011, FFY 2012 and FFY 2013.** Based on the approved strategic plan, develop and implement media plans that effectively target California’s low-income women with school-aged children ( $\leq 185\%$  FPL), specifically multi-cultural English-language dominant African American, Caucasian and Latina women with school-aged children; and Spanish-language dominant women with school-aged children. Substantiate that over half of paid advertising impressions are being received by low-income populations ( $\leq 185\%$  FPL), using adjustment factors provided by the *Network*. Provide stewardship of all plans and formal post evaluation.

<b>Major Activities</b>	<b>Timing</b>	<b>Key Deliverables</b>
<p><b>Activity 2.1 Media Selection and Geographic Coverage:</b> Develop annual statewide media plans tailored to each Designated Market Area (DMA) based on composition of food stamp recipients and market efficiencies, that effectively reach low-income women with school-aged children as defined in Goal 2, and that correlate to each relevant federal fiscal year. TV will be used as the primary medium, complemented by radio and/or outdoor advertising. Out-of-home advertising should be planned and negotiated to appear in qualifying low-income census tracts in order to optimize reach of low-income populations. Plans must conform to <i>USDA’s Guidance</i> specifying over 50 percent of total impressions be received by California’s low-income populations living in <math>\leq 185\%</math> FPL households. Plans must be designed to reach no less than 85 percent of California’s low-income populations, at least 12 occasions during each advertising period (single flight or closely scheduled bursts). DMAs in order of low-income population density are as follows: Fresno-Visalia, Bakersfield, Chico-Redding, Eureka, Sacramento-Stockton-Modesto, Los Angeles/San Bernardino, Palm Springs, Monterey-Salinas, Santa Barbara-Santa Maria-San Luis Obispo, San Francisco-Oakland-San Jose, and San Diego. See Appendix 1 for low-income population data by DMA. Schedule a minimum of 12 weeks of mass advertising during each fiscal year. Markets may be tiered to achieve delivery goals.</p>	<p>By January 2011 for FFY 2011.  By October 2011 for FFY 2012.  By October 2012 for FFY 2013.</p>	<p>A PowerPoint presentation and 15 media plan hard copies, discussing the media strategy and rationale, and all back-up documentation, including flowcharts with projected total impressions by market, projected <math>\leq 185\%</math> FPL impressions by market, and cost by market.</p>

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<b>Major Activities</b>	<b>Timing</b>	<b>Key Deliverables</b>
<p><b>Activity 2.2 Direct-to-Home Education:</b> Consider a media plan option that allocates up to \$2.5 million per fiscal year to the development and implementation of a direct-to-home nutrition education campaign targeted to 1.2 million verifiable low-income (&lt;185% FPL) households with children on multiple occasions (no fewer than two). Such option will be developed and implemented only with CDPH and CHHS prior approval. Various deployment methods should be explored, including direct mail and door hangers. No fewer than two (2) bilingual pieces should be designed, developed, and implemented annually. The <i>Network</i> believes that enabling low-income moms with skill-building tips and knowledge will increase self-efficacy, which is a precursor to healthy change. The pieces must be accompanied by a response mechanism for back-end analyses. All direct-to-home materials will be focus group tested among English-language dominant Caucasians, African Americans, Latinas, and Spanish-dominant Latinas. This is an alternative media option, and will only be implemented if approval is not obtained for direct-to-home, then the budget will be reallocated to media buy and placement.</p>	<p>Annually.</p>	<p>Each year as directed, contractor will formulate an alternative media option utilizing direct-to-home nutrition education that reaches at least 1.2 million low-income households with children on two or more occasions. Contractor will present plans showing distribution methods, quantities, cost, themes, proposed examples of content, qualitative testing proposal, and evaluation methodology.</p> <p>Pending CDPH and CHHS approval to proceed with this alternative media option, contractor will proceed with creative and content development.</p>

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<b>Major Activities</b>	<b>Timing</b>	<b>Key Deliverables</b>
<p><b>Activity 2.3 Maximize Media Negotiations:</b> Following CDPH, CHHS, and USDA approval of media plans, implement media buys that utilize maximum negotiating methods to leverage deep discounts, bonus weight and/or added-value opportunities such as radio remotes for <i>Network</i> events and booth presence at community events/festivals sponsored by radio and television stations that attract low-income families. Consider pros and cons of allocating majority share of outdoor and/or radio budgets to one vendor such as Clear Channel for the purpose of leveraging deep discounts and significant added-value opportunities. As directed, contractor will work with local <i>Network</i> partners to coordinate added-value opportunities (see Activity 2.6).</p>	<p>Mutually agreed upon dates, accounting for inventory and costs conditions of recommended media.</p>	<p>Three (3) copies of annual binders that include buy summaries for each element of the media plans, media buy schedules for each DMA, out-of-home locations and maps, and an overview of bonus weight and value-added opportunities. Detailed summaries should model the media reports provided by the <i>Network's</i> 2008-2010 contractor.</p>
<p><b>Activity 2.4 Stewardship:</b> Provide stewardship throughout the execution of the media plan, alerting the <i>Network</i> of significant variations from the approved plan.</p>	<p>During all weeks of advertising.</p>	<p>Verbal summary during weekly contractor meetings reporting the status of media plan execution. Written documentation of significant variations of the approved plan within two (2) days of verbal report.</p>
<p><b>Activity 2.5 Assurance of Delivery:</b> For television buys, provide post campaign evaluations specifying planned vs. delivered impressions, and planned cost versus actual cost. Significant under-delivery (-10 percent) for any given DMA requires compensation in the form of make-good spots.</p>	<p>No later than four months following the last scheduled airdate of each flight or burst, or upon a mutually agreed upon date if reporting sources are not available within four months.</p>	<p>Detailed written report of delivered activity versus planned activity. Report is due no later than four months following the last scheduled airdate of each quarter, or agreed upon time period.</p>

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<p><b>Activity 2.6 Added-Value:</b> Oversee procurement of radio and television added-value opportunities at no cost, including no less than five (5) radio remotes per <i>Network</i> Region, and participation in no less than six (6) Spanish-language radio or television booth presence at community events/festivals in select markets. Contractor will coordinate plans with the <i>Network</i> Communications team and <i>Network</i> regional representative and/or media coordinators.</p>	<p>Secure preferred dates and locations for radio remotes and events by April 1<sup>st</sup> of each fiscal year.</p>	<p>Summary of all added-value opportunities by market and/or event participation including estimated value in year-end wrap-up report.</p>

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**Goal 3. Develop and produce new advertising campaigns to launch in FFY 2011, and FFY 2013. Develop complementary direct-to-home nutrition education pieces for FFY2011, FFY2012, and FFY2013.** The *Network's* "What's Harder" campaign will air in FFY 2010 and FFY2011 as needed. New campaigns will begin development in early FFY2011 for use in FFY2011 and FFY2012; and early FFY2012 for use in FFY2013 and FFY2014. Based on the approved strategic plan, develop creative briefs in FFY2011 and FFY2012 for each of the new campaigns that articulates the *Network's* communication positioning and strategy. Following approval of the creative brief, develop advertising concepts designed to convey *Network* messaging to California's low-income women with children ( $\leq 185\%$  FPL), specifically multi-cultural English-language dominant African American, Caucasian and Latina women with children; and Spanish-language dominant women with children. Creative concepts must be adaptable to a range of media vehicles or outlets that might include but are not limited to TV, radio, out-of-home, and social media. Formulate specific messaging, storyboards, and scripts. Conduct qualitative testing of the approved creative concepts among the target audiences. Develop a separate creative brief for direct-to-home nutrition education pieces for each fiscal year of the contract. Following approval, develop content, layouts, and distribution methods for no less than two direct-to-home deployments (two separate creative pieces) annually. Produce and distribute all advertising materials.

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<b>Activity 3.1 Campaign Development Timeline:</b> Upon strategy approval, submit a detailed timeline specifying each step of campaign development with corresponding dates.	January 2011 for FFY 2011.  September 2012 for FFY 2013.	Detailed timeline specifying all steps involved in campaign development, from creative brief to materials distribution. Timeline must account for required CDPH approval process.

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<p><b>Activity 3.2 Creative Concepts:</b> Develop a creative brief for each new advertising campaign, and no less than three (3) creative concepts with nutrition education messages for (a) English-language dominant low-income women with children (b) Spanish-language dominant low-income women with children. Present creative concepts to <i>Network</i> staff, and specify how each of the concepts will work across mixed media, including direct-to-home nutrition education pieces.</p>	<p>Due according to agreed upon date outlined in Activity 3.1.</p>	<p>Creative brief for each advertising campaign outlining the intended target; campaign goal; positioning and insights from qualitative research relevant to the positioning; campaign personality and tonality. No less than three (3) creative concepts are to be presented for each campaign and each designated target, in the form of eight-cell storyboards. This represents a minimum of six (6) concepts, three (3) in English and three (3) in Spanish. Upon concept approval, precise scripts and final storyboards will be required.</p>

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<b>Major Activities</b>	<b>Timing</b>	<b>Key Deliverables</b>
<p><b>Activity 3.3-Consumer Testing.</b> Conduct qualitative testing of no less than three (3) viable creative concepts with nutrition education message for each advertising campaign among California’s low-income populations (<math>\leq</math>185% FPL). Testing is required for three (3) sets of populations, specifically women with school-aged children who are (a) English-dominant Caucasians, (b) African American, and (c) Spanish-language dominant Latinas. Groups of 10 to 12 participants from each defined target will be moderated in San Francisco/Oakland, Fresno and Los Angeles. In total, a minimum of nine (9) focus groups will be conducted for concept testing. Present Topline results and recommendations for moving forward to <i>Network</i> staff. As necessary, modify the recommended concept based on qualitative testing.</p>	<p>Due according to agreed upon date outlined in Activity 3.1.</p>	<p>Qualitative testing will include securing focus group facilities and qualified moderators experienced with multi-ethnic, low-income populations; screening and administering focus group participants; developing necessary screeners and moderator’s guides. Topline findings, insights and recommendations based on the groups will be presented to <i>Network</i> staff, accompanied by a comprehensive written report and videotapes of all groups.</p>

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<p><b>Activity 3.4 Production:</b> Produce all materials for approved concepts for each campaign, including but not limited to six (6) TV commercials (three (3) English/three (3) Spanish), two (2) radio commercials (Spanish), eight (8) outdoor advertising concepts (four (4) English/four (4) Spanish). If approval is granted, produce no fewer than six (6) bilingual direct-to-home nutrition education pieces over the course of the contract. Involve <i>Network</i> Communications Team and other staff in selection of directors, photographers, and casting, filming/recording, and editing. As requested by <i>Network</i>, assist local partners with adapting state advertising materials to conform to local communications efforts, e.g., inserting a local agency logo into outdoor materials. As necessary, present newly produced materials to <i>Network</i> staff, funded partners, stakeholders and CDPH management.</p>	<p>Due according to agreed upon date outlined in Activity 3.1.</p>	<p>A master DVD of all produced TV spots, MP3s of audio recordings, or PDFs of all final-produced print materials.</p>

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<p><b>Activity 3.5 Administrative Clearances:</b> Provide all back-up materials necessary for CDPH, USDA and the Governor’s Office approval process, including rough cuts of TV commercials. Reserve necessary time in the approval process to make possible revisions to the materials after routing through the approval channels and before final production.</p>	<p>Due according to agreed upon date outlined in Activity 3.1.</p>	<p><i>Network</i> is required to facilitate a formal approval process for new creative development through several channels, including CDPH, California Health and Human Services Agency, and the Governor’s Office, before authorizing materials production. Either a Director’s Action Requested (DAR) or a Secretary’s Action Requested (SAR) is prepared for each of the following three steps in the approval process: 1) concept approval 2) approval to produce 3) approval to air (stage between rough cut and final production). The process for each step can take up to eight (8) weeks. PDFs of storyboards, scripts, and/or DVD of TV rough cuts must be provided for each approval phase.</p>
<p><b>Activity 3.6 Social Media Counsel:</b> Provide <i>Network</i> with strategic counsel on Web site development to ensure a consistent look and feel across all forms of target audience outreach. Provide strategic counsel on advances in social media, metrix on capabilities of reaching low-income audiences, and how such media may be incorporated into <i>Network</i> communication plans. Such strategic counsel will take place on a quarterly basis.</p>	<p>First week of each federal fiscal quarter.</p>	<p>Written critique of the <i>Network</i> website submitted quarterly in electronic form with suggestions of how to integrate new advertising materials into the Web site. PowerPoint presentation on the potential effect of social media on <i>Network</i> goals, and suggestions for implementation and evaluation.</p>

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<b>Activity 3.7 Traffic and Talent:</b> Distribute all necessary materials to advertising outlets. Negotiate necessary talent contracts, which may include Web usage. Track and pay necessary Screen Actors Guild (SAG) talent and residual fees.	Due according to agreed upon date outlined in Activity 3.1.	Confirmation of trafficking and talent payments to be included in the year-end reports.
<b>Activity 3.8 Awards:</b> Submit advertising campaigns for awards from recognized professional organizations.	As identified and agreed upon by agency and the <i>Network</i> .	Electronic file of submission applications and related back-up materials. Delivery of the award to the <i>Network</i> .

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**Goal 4. Plan and implement public relations activities and provide technical assistance for FFY 2011, FFY 2012, and FFY 2013.**  
Based on the approved strategic plan and in conjunction with *Network* goals, plan and implement public relations activities that extend *Network* messaging. Recommendations should include consideration of national and state trends related to the *Network's* approved strategic plan, and include a current overarching theme such as “*eat right when money's tight.*” As requested, provide technical assistance to *Network* staff, *Network*-funded projects and other local partners in California.

<b>Major Activities</b>	<b>Timing</b>	<b>Key Deliverables</b>
<p><b>Activity 4.1 Calendar of Events:</b> In conjunction with <i>Network</i> planning teams, design and support six (6) to eight (8) annual statewide public relations events in multiple venues that promote one or more of the <i>Network's</i> strategic pillars (see Appendix 2). These events may coincide with themed annual occurrences such as Black History Month (February), National Public Health Week (April), Fruit and Veggie Month (May), Latino Health Awareness Month (September), and a children and youth-focused event (TBD). These events include coordination with the representatives in 11 <i>Network Regions</i>; and may include participation with statewide agency partners such as the California Department of Social Services, UC-FSNEP, the California Department of Education, the California Department of Food and Agriculture, and promotions of the Executive Branch such as the First Lady Maria Shriver's WeConnect initiative.</p>	<p>For example:</p> <p><u>Black History Month (February):</u> For February 2011, begin planning in October 2010, and complete project by February 2011.</p> <p>For February 2012, begin planning in August 2011, and complete project by February 2012.</p> <p>For February 2013, begin planning in August 2012, and complete project by February 2013.</p> <p><u>Latino Health Awareness Month (September):</u> For September 2011, begin planning in April 2011, and complete project by September 2011.</p> <p>For September 2012, begin planning in April 2012, and complete project by September 2012.</p>	<p>One wrap-up report per event summarizing key results due no later than 30 days following the last component of each event, for each year of the contract. All materials, including photography, must be submitted electronically to the <i>Network</i>. When developing complete press kits, provide three hard copies to the Communications Team.</p> <p>Maintain summary of media impressions for all <i>Network</i> statewide and local events.</p>

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<p>Coordinate the activities and develop materials required for the six (6) to eight (8) events including but not limited to the following: timeline, minute-by-minute, Questions and Answers (Q&amp;A), message/talking points, media advisory, news release, speaker biographies, and complete press kit. All materials containing factual information must include formal citations and will be reviewed by the <i>Network's</i> Research and Evaluation Unit.</p> <p>Conduct a message training session with <i>Network</i>-funded partners prior to commencement of each event. Participate at events, as necessary. Conduct media pitching in all regions targeted for events. Secure a skilled photographer/videographer to capture highlights of each event.</p> <p>Make necessary revisions to materials as they proceed through the <i>Network</i> approval process.</p> <p>Please note, that one of these themes may be changed and replaced with another promotion.</p>	<p>For September 2013, begin planning in April 2013, and complete project by September 2013.</p> <p><u>Public Health Week (April):</u> For April 2011, begin planning in November 2010, and complete project by April 2011.</p> <p>For April 2012, begin planning in November 2011, and complete project by April 2012.</p> <p>For April 2013, begin planning in November 2012, and complete project by April 2013.</p> <p>Children and Youth-focused Event (timeline and month TBD)</p>	

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<p><b>Activity 4.2 Ongoing Public Relations Support:</b> Provide technical assistance to <i>Network</i> staff, <i>Network</i>-funded projects and partners requiring assistance with public relations. This may include crafting letters to the editor, spokesperson counsel or media pitching assistance, crafting local media messages related to statewide initiatives, reviewing and providing feedback on media materials developed by funded partners related to statewide promotions (including news releases, media advisories and local media lists).</p> <p>In addition, provide ongoing media monitoring to capture media placement, individual spokesperson results; and message integrity.</p>	<p>As needed throughout the course of the contract, estimated at roughly 1,440 hours over three years.</p>	<p>Monthly recap of the type of technical assistance provided, individual and organizations worked with, number of hours assisted, resulting work products.</p> <p>Detailed media monitoring results provided two times per week, and increased monitoring during state or local media events.</p> <p>Media video clips provided, when applicable and requested.</p>
<p><b>Activity 4.3 Award Nominations:</b> Submit up to five (5) public relations campaigns for awards from recognized professional organizations.</p>	<p>As identified and agreed upon by agency and <i>Network</i>.</p>	<p>Electronic file applications and related back-up materials. Delivery of the award to <i>Network</i>, and submission to trade press.</p>

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**Goal 5. Develop and implement a spokesperson training program for FFY 2011, FFY 2012 and FFY 2013.** The goal of this program is to provide the *Network* with up to 30 qualified and effective program spokespeople, with representatives from every region of California, trained to deliver tailored messaging clearly and concisely to the media. Training is primarily intended for *Network*-funded agencies, Champion Moms throughout the state, and “champion” intermediaries, and will occasionally include state-level *Network* staff.

<b>Major Activities</b>	<b>Timing</b>	<b>Key Deliverables</b>
<p><b>Activity 5.1 Training Plan:</b> Plan and establish a training program and annual training schedule. The program will consist of up to eight (8) media trainings; and up to four (4) Cisco Systems WebEx online trainings each year. The media training program will include four (4) advanced in-person Print and Broadcast media trainings with English- and Spanish-language breakout sessions. In addition, four (4) in-person intensive media trainings related to themed events including Black History Month, Fruit and Veggie Month, and Latino Health Awareness Month, and a separate training for the Champion Moms, will be conducted. The in-person media trainings will be conducted annually; they will be evenly divided at Southern and Northern California venues. The purpose of each session will be to educate <i>Network</i>-funded partners, staff from the <i>Network Regions</i>, and Champion Moms about strategies and tactics to use when working with the news media; and participate in “mock interviews” that include use of <i>Network</i> message points. Trainings will be six (6) to eight (8) hours per day for up to 20 people and be conducted on approved dates at convenient venues.</p> <p>Four (4) Cisco Systems WebEx online trainings to further enhance media skill-building for funded projects, also will be included in the training program.</p>	<p>Training program planning period is from October through December; trainings will be conducted during the January through September period, annually.</p>	<p>Detailed conference report on direction agreed upon between <i>Network</i> and contractor, including intended learning outcomes.</p>

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<p><b>Activity 5.2 Training Materials:</b> Initiate and conduct media trainings referenced in Activity 5.1.</p> <p>Develop all training materials for media trainings. Materials may include but will not be limited to: a save-the-date electronic notice for all trainings; web-based registration with pertinent information available to download (e.g. address of venue and phone, parking, and nearby hotels with contact information); PowerPoint and other media training materials to participants; relevant message points; intended learning outcomes; detailed agenda, trainer biographies; all leave-behind materials. Track participation and provide necessary follow-up reminders. Make necessary revisions to all materials as they proceed through <i>Network's</i> approval process.</p>	<p>Save-the-date electronic notice due January of FFY 2011, 2012, 2013.</p> <p>Individual electronic notice for all trainings to be sent out no more than eight (8) weeks prior to each training date.</p> <p>All materials due to be reviewed by <i>Network</i> no more than two (2) weeks prior to each training.</p>	<p>Electronic files of all items specified in Activity 5.2 as they are being developed. Two (2) bound hard copies two (2) weeks following the training containing materials for each session (or series of sessions if multiple venues for the same type of training is used), including participant evaluations.</p>
<p><b>Activity 5.3 Logistics:</b> Procure facilities, breakout rooms and audio-visual equipment requirements (as authorized by the contract manager); coordinate needs of all trainers and guest speakers (up to five (5) per training).</p>	<p>In a timely manner necessary to meet agreed upon training dates.</p>	<p>Electronic files detailing proposed venue, procurement of trainers and guest speakers, and necessary equipment.</p>
<p><b>Activity 5.4 On-Site Evaluation:</b> Develop, collect and report on participant evaluations for all training sessions identified in Activity 5.1.</p>	<p>Within 10 working days of each training session.</p>	<p>Tabulated results of participant evaluations for each training, specifying level of satisfaction, what improvements to be made, if necessary, to subsequent training sessions, and verbatim comments. Provide recommendations for future trainings; and provide recommendations for qualified spokespeople.</p>

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**Goal 6. Provide evaluation studies for FFY 2011, FFY 2012, and FFY 2013 as necessary.** Conduct quantitative research that will assess rate of recall of *Network* advertising messages; assess extent of target audience exposure to other *Network* campaign materials and interventions; determine levels of basic knowledge about healthy eating and physical activity; explore prevailing social normative and other beliefs; assess attitudes and perceptions toward environmental reforms encouraging healthier eating and physical activity. Conduct qualitative research that provides relevant insight for strategy and message development and/or validates strategy and potential concepts.

<b>Major Activities</b>	<b>Timing</b>	<b>Key Deliverables</b>
<p><b>Activity 6.1 Research Sub-Contractor:</b> In conjunction with <i>Network</i> Communications Team and the Research and Evaluation Unit, identify an appropriate research firm to conduct focus group testing and annual Benchmark Studies as identified in this scope of work. Selection and approval of the research firm subcontractor will be determined by <i>Network</i> staff. The research firm will be capable of conducting other forms of research such as opinion polls, key informant surveys, electronic assessments and large quantitative surveys as needed. The firm will be co-managed by the <i>Network</i> and the prime contractor. Background with social marketing and low-income population segments, children, and youth is desirable.</p>	<p>By November, 2010.</p>	<p>Profile, references and work samples of recommended research firms, and interview with firm's principles.</p>

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<b>Major Activities</b>	<b>Timing</b>	<b>Key Deliverables</b>
<p><b>Activity 6.2 Research and Evaluation Plan:</b> In conjunction with <i>Network</i> personnel and in accord with the Strategic Assessment and Plan, as above, develop an annual plan for market research, analysis, and evaluation that includes but is not limited to: annual Benchmark Studies, focus groups, key informant interviews and surveys, and quantitative surveys. Methods may be in-person, by phone, mail, computer, or other approach appropriate for the audience. With references to other sources including <i>Network</i> and Statewide surveys, the plan may address social, environmental, and media factors, as well as behavior, attitudes, wants and needs. It must include recommendations for publication in trade and scientific publications. Options for an affordable longitudinal study are welcome.</p>	<p>Preliminary draft due March 2011.</p>	<p>Research and Evaluation Plan with pros and cons of various options; proposed timeline, budgets, and publication opportunities identified.</p>

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<p><b>Activity 6.3 Annual Benchmark Studies:</b> Participate in three (3) development meetings leading up to annual benchmark studies. Conduct annual benchmark studies for FFY 2010, FFY 2011 and FFY 2012 among women with children and children aged 9 to 11. Studies will be modeled after the <i>Network's</i> 2004, 2005 and 2006 benchmark studies conducted by Field Research Corporation. The study objectives are as follows: assess rate of recall of advertising messages; assess extent of target audience exposure to other <i>Network</i> campaign materials and interventions; determine levels of basic knowledge about healthy eating and physical activity; explore prevailing social normative and other beliefs; for adult audiences, determine what proportions fall into the various stages of behavior-change, according to Prochaska's Transtheoretical Model; for adult audiences, assess attitudes and perceptions toward environmental and systems change encouraging healthier eating and physical activity.</p>	<p>Begin planning meetings in July of each fiscal year to be evaluated.</p> <p>Conduct Benchmark Study within two (2) weeks following completion of the FFY's broadcast schedule. This is typically in early October of each FFY.</p> <p>Present results in mid-January 2011 for FFY 2010, mid-January 2012 for FFY 2011, and mid-January 2013 for FFY 2012.</p>	<p>Electronic file of all agreements made in development meetings.</p>

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<p><b>Activity 6.4 Quantitative and Qualitative Responsibilities:</b> Research firm will be responsible for developing and procuring all items required for conducting quantitative and qualitative research, including but not limited to focus group facilities; focus group moderators experienced with low-income, multi-ethnic and youth audiences; questionnaires; participant screeners that include necessary demographic, behavioral, and psychographic participant recruitment parameters; all data collection using computer-assisted telephone interviewing (CATI) techniques and/or random digit dialing methods; data tabulation and final report. Spanish-language focus groups will be moderated by a bilingual marketing professional experienced with low-income Latino families. Four weeks prior to focus groups, profiles and previous experience of recommended moderators are to be submitted to <i>Network</i> for approval.</p>	<p>As agreed to by research firm and <i>Network</i>.</p>	<p>Electronic confirmation that all materials and facilities have been developed or procured. Electronic files of all completed and approved materials. A resume of recommended moderators, to be approved by the <i>Network</i> Communications team.</p>
<p><b>Activity 6.5 Analysis and Reports:</b> Research firm will provide topline and detailed results of all quantitative and qualitative studies and present results to <i>Network</i> staff. Presentation will include interpretation of results and insights/recommendations relating to modifying the <i>Network's</i> consumer and intermediary communications. Final reports must reflect exchange and interpretations <i>Network</i> staff and may include selected partners and they may use a variety of statistical and other analytic methods.</p>	<p>As agreed to by research firm and <i>Network</i>.</p>	<p>Electronic files and five (5) hard copies of all approved screeners, questionnaires, top line reports and final comprehensive reports including detailed methodology and results, and videotapes of focus groups. In-person presentation of Benchmark results to <i>Network</i> staff. Follow-up presentation providing clarification and further analysis, if necessary. In partnership with <i>Network</i> staff, at least one evaluation report suitable for trade or scientific publication and shall be prepared annually.</p>

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<b>Goal 7. Account Management.</b> Manage and provide documentation of all aspects of servicing <i>Network</i> as specified in goals 1 through 6 of this scope of work. The outcome will be to ensure planning, deliverables and budgets are met.		
<b>Major Activities</b>	<b>Timing</b>	<b>Key Deliverables</b>
<b>Activity 7.1 Transition Plan:</b> Develop a transition plan outlining the takeover of all activities from the <i>Network's</i> 2007-10 prime contractor and subcontractors. The goal is to create a smooth, seamless and timely transition that builds on and maximizes the pat investment.	By October 2010	Electronic file of final plan and five (5) hard copies, and an in-person presentation to <i>Network</i> staff.
<b>Activity 7.2 Staffing:</b> In conjunction with Activity 7.1, develop a schematic specifying the contractors to whom each activity of this scope of work will be assigned in order to accomplish Activities 1.1 to 7.9. Schematic will include staff members for each contractor and each member's primary roles. Update schematic as necessary, and no less than annually. <i>Network</i> approval is needed prior to replacing or hiring new staff.	By October 2010	Detailed organizational schematic in electronic form with eight (8) hard copies.
<b>Activity 7.3 Work Orders:</b> Develop work orders and schedule for completion of all projects identified in this scope of work. Work orders and schedule will incorporate the activities of the prime and all subcontractors. Work orders may change only with the written approval of the state contract manager. Projects and schedules may change only with the written approval of the <i>Network</i> Communications Team Manager. Work orders are to be revised as necessary to correspond with all approved project changes.	By October 2010 for projects to be completed between October 2010 and September 2011.  By September 2011, for projects to be completed between October 2011, and September 2012.  By September 2012, for projects to be completed between October 2012, and September 2013.	Draft and final copy of work orders in both hard copy and electronic form.

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<b>Major Activities</b>	<b>Timing</b>	<b>Key Deliverables</b>
<p><b>Activity 7.4 Status Meetings:</b> Conduct a bi-monthly status conference call to review the contractor’s weekly written status reports covering all projects. Prime agency and all subcontractor agency leads will participate in weekly conference calls or meetings with the <i>Network</i> Communications team and key program staff to discuss project progress, issues, schedules and budgets. As needed, meetings will include <i>Network</i> senior management and staff from the following units: Communications; Administration; Research and Evaluation; Fruit, Vegetable, and Physical Activity Campaigns; Regional <i>Network</i> Operations; Community Development; and Policy, Partnerships, and Planning.</p>	<p>Up to two (2) hours per week as agreed upon by <i>Network</i> communications and</p> <p>Media manager and prime agency lead.</p>	<p>Weekly status reports, using established <i>Network</i> format. The reports will be provided electronically to all Communications Team staff, <i>Network</i> senior staff and other key <i>Network</i> staff.</p>
<p><b>Activity 7.5 Financial Reporting:</b> Provide monthly financial reports and back-up documentation to <i>Network</i> that cover all expenses and percent of budget spent to date for each project requested in this scope of work.</p>	<p>Final working day of each month.</p>	<p>Monthly expenses, fiscal back-up and costs-to-date reports provided on hard copy to <i>Network</i>’s Contract Manager.</p>
<p><b>Activity 7.6 90-Day Work Flow:</b> Maintain an “at-a-glance” 90-day flowchart of all contractor and subcontractor responsibilities in progress indicating the task and timing.</p>	<p>November 2010 for the first quarter of FFY 2011 and then the first day of each federal fiscal quarter, beginning January 2011.</p>	<p>A one-page 90-day flowchart specifying all tasks in progress with corresponding timing.</p>
<p><b>Activity 7.7 Mid-Year and Annual Reports:</b> Provide comprehensive mid-year and year-end reports prepared by the advertising and public relations contractors, detailing and critically assessing progress with all activities to date. Reports will describe the purpose, intended target audience, outcomes and copy or replicate of all produced materials.</p>	<p>Mid-year reports due April of each contract year</p> <p>Year-end reports due October of each contract year</p>	<p>Two (2) sets of binders containing hard copies as described in Activity 7.7. Include electronic documents as requested by <i>Network</i> staff.</p>

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<p><b>Activity 7.8 Communication Materials Archive:</b>                      Maintain the Communications Team extranet which houses all completed advertising and media relations materials. This includes, but is not limited to, creative briefs, advertising concepts, scripts, storyboards, MP3s, media plans, conference reports, press releases, message points, media advisories, fact sheets, speaker biographies, and wrap-up reports.</p>	<p>Load all materials within five (5) days following <i>Network</i> approval.</p>	<p>Electronic uploads of all approved <i>Network</i> materials onto the extranet.</p>

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**Goal 8.** Develop a comprehensive media and public relations campaign for the *Network for a Healthy California's* California Food Stamp Program (FSP) Access Improvement Plan (AIP) at statewide, regional and local levels with the purpose to increase awareness of the benefits of the Food Stamp Program, assist community outreach partners that provide prescreening, application assistance, follow-up on applications, and engage participating communities with support to increasing food stamp participation in counties with AIP, especially by working families.

<b>Major Activities</b>	<b>Timing</b>	<b>Key Deliverables</b>
<b>Activity 8.1 Creative Concepts:</b> Develop a creative brief for new advertising campaign, and no less than six (6) creative concepts with food stamp outreach messages. Present creative concepts to <i>Network</i> staff, and specify how each of the concepts will work across mixed media, including direct-to-home nutrition education pieces if recommended.	FFY 2012	Creative concepts
<b>Activity 8.2 Consumer Testing:</b> Conduct qualitative testing of no less than six (6) creative concepts with food stamp outreach message for each advertising campaign among California's low-income populations ( $\leq$ 185% FPL). Other potential concept items to test include mini-dramas, public service opportunities, social media and other options suitable for partner agencies. In total, a minimum of four (4) focus groups will be conducted for concept testing; two (2) English and two (2) Spanish. Present Topline results and recommendations for moving forward to <i>Network</i> staff. As necessary, modify the recommended concept based on qualitative testing.	FFY 2012	Qualitative testing will include securing focus group facilities and qualified moderators experienced with multi-ethnic, low-income populations; screening and administering focus group participants; developing necessary screeners and moderator's guides. Topline findings, insights and recommendations based on the groups will be presented to <i>Network</i> staff, accompanied by a comprehensive written report and videotapes of all groups.

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<p><b>Activity 8.3 Production:</b> As funding is available, produce all materials for approved concepts for each campaign, including but not limited to: two (2) TV commercials, one (1) English and one(1) Spanish; two (2) radio commercials (Spanish); two (2) outdoor advertising concepts, one (1) English and one (1) Spanish. If approval is granted, add segment to one of the direct-to-home nutrition education pieces over the course of the contract. Involve <i>Network</i> Communications Team and other staff in selection of directors, photographers, and casting, filming/recording, and editing. As requested by <i>Network</i>, assist local partners with adapting state advertising materials to conform to local communications efforts, e.g., inserting a local agency logo into outdoor materials. As necessary, present newly produced materials to <i>Network</i> staff, funded partners, stakeholders and CDPH management.</p>	FFY 2012	A master DVD of all produced TV spots, MP3s of audio recordings, or PDFs of all final-produced print materials.
<p><b>Activity 8.4 Food Stamp Outreach Media Partnership:</b> Develop a partnership which includes four (4) to six (6) mini-dramas per year and monthly one (1) hour interviews with health experts indentified by the <i>Network</i>. Contractor will negotiate and pay for partnership, develop all scripts, translation, facilitate and attend all recording sessions and coordinate spokesperson schedules for on-air interviews. Include hours for Latino consultant to ensure materials are culturally appropriate.</p>	Coordinate timing with United States Department of Agriculture (USDA) annual food stamp outreach media campaign. FFY 2011, 2012, 2013	Electronic files of all Spanish scripts with English translation; detailed schedules of airdates, MP3s of all recorded materials.
<p><b>Activity 8.5 Food Stamp Outreach technical assistance:</b> Provide technical assistance to <i>Network</i> outreach staff and to <i>Network</i>-funded outreach partners requiring assistance with public relations.</p>	Provide as needed throughout the course of the contract, estimated at roughly 500 hours over the course of the three-year contract. FFY 2011, 2012, 2013	Monthly technical report detailing the assistance provided, individual and organization worked with, number of hours assisted. Report to include any product developed for partner.

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<p><b>Activity 8.6 Resource Tools:</b> Develop at least one resource each year for community food stamp outreach contractors. This could include brochures, posters, other innovative take-aways and cues to action for getting on--or staying in--the food stamp program and/or a resource to use to dispel myths about food stamp program and to promote the Food Stamp Program and application assistance. Other resources could include DVDs about the program, tool kits, marketing piece to promote work to a variety of gatekeepers who otherwise are barriers to participants or administrators</p>	<p>FFY 2011, 2012, 2013</p>	<p>Produce resources for distribution to 100+ partners.</p>
<p><b>Activity 8.7 Spokesperson Training:</b> Food Stamp Outreach Spokesperson and/or Public Relations Training: Develop and conduct two (2) media spokesperson and/or public relations training sessions (one in Northern California and one in Southern California) with English and Spanish language breakout sessions at each training on Food Stamp Program and Community Food Stamp Outreach. Contractor will develop save-the date, web based registration, and all training materials Contractor will procure facilities, breakout rooms and audio-visual equipment requirements (as authorized by the contract manager); coordinate needs of all trainers and guest speakers (up to three per training). Develop, collect and report on participant evaluations for all training sessions.</p>	<p>March through May annually</p>	<p>Save the Date Electronic Registration Food Stamp Outreach Message Points</p> <p>Spokesperson Training Deck</p> <p>Two (2) Day Training</p> <p>List of Participants</p> <p>Evaluation Forms</p> <p>Evaluation Summary Report</p>
<p><b>Activity 8.8 Account Management:</b> Account Management for Food Stamp Outreach Services: Provide comprehensive account management for food stamp outreach portions of the scope of work. Includes work order development and assignment,</p>	<p>Ongoing Fiscal – monthly Progress Reports – mid-year and Year-end (May and October)</p>	<p>Fiscal Reports Progress Reports</p>

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fiscal management (monthly billing and reporting), progress reports (semi-annual and annual) and necessary meetings (up to 10) for each project. Includes travel, and supplies.		

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