Telling the Coalition Story: Comprehensive Communication Strategies

Beyond the Basics: Topic-Specific Publications for Coalitions

Community Anti-Drug Coalitions of America
National Community Anti-Drug Coalition Institute

About this Publication

The CADCA National Coalition Institute's seven-publication *Primer Series* helps coalitions navigate the elements of the Substance Abuse and Mental Health Services Administration's Strategic Prevention Framework (SPF), providing a solid base from which coalitions can develop and implement community-specific strategies to create healthier and safer communities.

The *Beyond the Basics: Topic-Specific Publications for Coalitions* series works in conjunction with the *Primer Series* to move coalitions closer to their goals. As is true with the primers, they work as a set; however, each also can stand alone. This publication provides an overview to working with the media. It is not exhaustive—volumes exist on each of the topics—but, it advocates a comprehensive approach to planning and implementing coalition marketing and communications. Whether your coalition operates in a rural community with a single weekly newspaper or a metropolitan area with an array of media outlets, you should develop relationships with media representatives and become a valuable resource to them.

Media messages alone will not likely modify behavior at the community level, but solid communications are important to a comprehensive approach to population-level change.

Throughout the publication we refer to specific tools that can be used when developing and implementing a marketing/communication plan. The tools are meant to be illustrative and in no way indicate endorsement of products or channels by CADCA, its National Coalition Institute or its funding partners. We encourage coalitions to research available tools and determine which offer the best option for their community.

In this publication, we discuss:

WHY media is an important partner and HOW to develop good relationships with local media;

HOW to develop a marketing/communication plan incorporating the SPF and HOW to ensure cultural competence in your plan;

WHICH new/social media are right for your coalition and WHO should be responsible for implementing them;

WHAT media advocacy is and WHEN to incorporate it in your marketing/communications plan; and

WHAT social marketing is and HOW to implement a social marketing campaign.

CADCA's National Coalition Institute

The National Community Anti-Drug Coalition Institute (Institute), a part of the Community Anti-Drug Coalitions of America (CADCA), serves as a center for training, technical assistance, evaluation, research and capacity building for community anti-drug coalitions throughout the United States. The Institute was created in 2002 by an Act of Congress and supports coalition development and growth for Drug Free Communities Support Program (DFC) grantees and other community coalitions.

The Institute offers an exceptional opportunity to move the coalition field forward. Its mission and objectives are ambitious but achievable. In short, the Institute helps grow new, stronger and smarter coalitions.

Drug Free Communities Support Program

In 1997, Congress enacted the Drug-Free Communities Act to provide grants to community-based coalitions that serve as catalysts for multi-sector participation to reduce local substance abuse problems. As of September 2009, more than 1,600 local coalitions have received funding to work on two main goals:

- Reduce substance abuse among youth and, over time, among adults by addressing the factors in a community that increase the risk of substance abuse and promoting the factors that minimize the risk of substance abuse.
- Establish and strengthen collaboration among communities, private nonprofit agencies and federal, state, local and tribal governments to support the efforts of community coalitions to prevent and reduce substance abuse among youth.

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INTRODUCTION TO TELLING YOUR COALITION'S STORY—IT TAKES A PLAN

This is the second publication in the CADCA National Coalition Institute's (Institute) series *Beyond the Basics: Topic-Specific Publications for Coalitions.* The first addressed environmental approaches to reducing substance abuse problems and incorporated seven strategies that affect community change. One of those strategies, dissemination of information to the community, is central to the success of a comprehensive approach. Communication plays a vital role—from assessment of the community's problem to implementation of the coalition's plan to celebrating successes and sustaining population-level change.

In this publication, we look at ways that coalitions get their messages out to the community and how to enhance dissemination of information to provide maximum benefits. Communication alone is not likely to create population-level change, but is an integral part of a comprehensive approach.

Media's influence in our lives

Media dominate our lives and recent advances in technology enable us to communicate 24/7. We wake to the radio, scan the morning paper over breakfast, pass dozens of billboards, business or political signs while text messaging family and friends on the way to work. Once there, we read dozens of e-mails and search the Internet to learn about advances in the field or to find national, state or regional data that affect our work. After a full day in front of a computer, we head home to catch our favorite television programs which allow us to vote for an idol or dancing star through our cell phones before turning in and starting again.

This constant exposure to media messages affects most everything we do from choosing a brand of salad dressing to donating our time and resources to community organizations. Coalitions must join the fray and compete to win the attention of those in the community they are trying to reach.

To achieve success, coalitions must know who they want to reach and which media are right for getting the attention of specific audiences. For example, if you are trying to reach teenagers, new or social media may give your coalition an edge. And if the messages you use are designed by young people, the odds increase that the information will be heard and heeded.

A December 2007 study, *Teens and Social Media*, by the Pew Internet and American Life Project[1] shows that more than nine in ten Americans between age 12 and 17 are Internet users. That represents an increase from 87 percent in 2004 and 73 percent in 2000. Not only are more teens online, but they also use the Internet more intensely now than in the past. The percentage of online teens who report daily Internet use has increased from 42 percent in 2000 and 51 percent in 2004 to 61 percent in 2006.

Media research indicates that we are exposed to between 350 and 3,000 advertising messages daily. So what must community coalitions do to get their messages in front of the right people, at the right time and how can coalition leaders make those messages count?

Importance of media partners

As a society, we have more access to media than ever before and the myriad tools for interactive communication that encompass Web 2.0[2] make it possible for each of us to be part of the media—to share our stories with an ever-widening audience. What a wonderful benefit for those of us working to improve conditions within our communities! But the benefits do not come without understanding our communities' problems, planning strategically and implementing comprehensive approaches and solid partnerships that create the capacity to change behaviors at the population level.

Among your first partnerships should be local media—the hometown reporters and broadcasters who have the ability to capture the community's attention and present your coalition's mission and message(s) in a positive light. If your coalition receives funding through the Drug Free Communities Support Program (DFC), media is one of the 12 sectors that must be represented in your coalition. Media support can increase your coalition's

visibility and add credibility to your work. They also can alert the community to upcoming activities or events and help shape public opinion which will be particularly important as your coalition moves from creating awareness of local problems to planning and implementing changes to the landscape that improve conditions communitywide.

Make a concerted effort to get to know the "beat" reporters from local newspapers or television stations who cover your coalition's area, both geographically and topically, but do not stop there. Get to know members of the editorial board and feature reporters. Involve the local television station's sports or weather team in school-based activities and develop a relationship with the morning DJ on the local radio station. Consider that representatives from public relations agencies, advertising sales persons and local printers all understand media and may be willing to work with your coalition or communication committee.

Remember that "media" contacts do not stop at traditional mass media—most faith-based organizations print weekly bulletins that often include neighborhood events and activities, schools publish calendars for parents and local Chambers of Commerce and other civic groups inform their members through newsletters and other communication vehicles. Additionally, most, if not all of these groups communicate with members and stakeholders through Web sites and other Web-based tools. Encourage your members and partners to use outlets, such as company newsletters, available to them to get your coalition's messages into the broader community.

Enhancing your coalition's communication efforts

With so many outlets for information, a comprehensive communication/marketing plan is an absolute necessity. Your coalition will need to develop detailed plans (who does what, when) for each initiative you want to publicize. These may be as simple as "John Smith will send out meeting information to the local newspaper's community calendar" to multi-media campaigns aimed at affecting policy change in the community.

Chapter 1 discusses the need for careful and strategic planning of media approaches—consider how your coalition will alert community members about upcoming meetings or town halls and how that might be different than trying to sway opinions on a formal or informal policy that your group advocates. Marketing/communication is not a one-size-fits-all proposition and strategic planning can improve your results significantly.

Throughout this publication, we look at the ways coalitions can improve and increase communication with their stakeholders, funders, members and the general community. In Chapter 2, we look at traditional media outlets such as newspapers, radio and television, as well as new technology—through the Internet and mobile outlets—that are dramatically changing the way we reach our various audiences.

In Chapter 3, we examine media advocacy as part of a comprehensive approach to changing policy—formal or informal—in the community. Local media support—or opposition—can help to shape opinions of decision makers, those most affected by policy changes and the community at large. Therefore, coalitions need to enlist backing not only from residents, but also from local media outlets.

Finally, in Chapter 4 we consider whether social marketing offers an approach for your coalition—to educate the community to the existing problem(s) and encourage population-level behavior change.

Youth Exposure to Alcohol Messages

Alcohol use is the number-one drug problem among youth. According to the National Survey of Drug Use and Health (formerly Monitoring the Future), the federal government's annual survey of drug use among 8th-, 10th- and 12th-graders, more young people drink alcohol than smoke cigarettes or use illegal drugs. And, long-term, federally funded studies indicate that the likelihood of underage drinking is predicted by youth exposure to alcohol advertising on television; in magazines; on the radio; on billboards or other outdoor signage; or via in-store beer displays, beer concessions or ownership of beer promotional items or branded merchandise.

But, despite a September 2003 announcement from the Distilled Spirits Council of the United States and the Beer Institute that they would tighten voluntary maximum for youth audience composition advertising placements from 50 percent to 30 percent, a standard the wine industry adopted in 2000, youth exposure—especially on cable TV—continues to increase.

According to *Youth Exposure to Alcohol Advertising on Television and in National Magazines, 2001 to 2007,* released in June 2008 by the Center on Alcohol Marketing and Youth (CAMY) at Georgetown University, youth exposure to alcohol advertising on television has risen by 38 percent since 2001. In 2007, approximately one out of every five alcohol advertisements was placed on programming that youth age 12 to 20 were more likely, per capita, to see than adults of the legal drinking age. Almost all of these placements were on cable television, where distilled spirits companies in particular have dramatically increased their alcohol advertising in the past seven years.

The CAMY report indicates:

* In 2007, more than 40 percent of youth exposure to alcohol advertising on TV came from ads placed on youth-oriented programming, that is, programs with disproportionately large audiences of 12-to-20-year-olds. Almost two-thirds (63 percent) of these overexposing ad placements in 2007 were on cable television, which generated 95 percent of youth overexposure to alcohol advertising on television.
* Of the youth overexposure on cable in 2007, 53 percent came from beer advertising and 41 percent came from distilled spirits advertising.
* In a comparison of individual brands on the basis of their abilities to comply with industry voluntary codes on advertising placement and to avoid youth overexposure in 2007, 10 brands stood out, accounting for 41 percent of youth overexposure and 52 percent of advertisements placed above the industry's voluntary standard of a 30 percent maximum for youth in its audiences.
* Between 2001 and 2007, alcohol companies aired 73,565 “responsibility” advertisements on television. Youth age 12 to 20 were 22 times more likely to see an alcohol product advertisement than an alcohol-industry-funded “responsibility” advertisement.

Source: *CAMY MONITORING REPORT: Youth Exposure to Alcohol Advertising on Television and in National Magazines, 2001 to 2007* (June 2008). Center on Alcohol Marketing and Youth, Georgetown University, Washington, D.C. Retrieved from the Internet at *www.camy.org*

CHAPTER 1: PLANNING TO TELL YOUR COMMUNITY'S STORY

Reducing substance abuse is a long-term proposition, with many bumps and victories along the way. Without strategic communication planning, coalitions—with overworked staff and overextended volunteers—can miss opportunities to keep the public informed and cultivate ongoing support for evolving goals, initiatives and new ideas. Implementation of a comprehensive communication strategy can help your coalition create awareness, inspire action in your community and build momentum to sustain your efforts over time.

Media attention highlights accomplishments and rejuvenates the crucial public will that help progress through the long haul. Ultimately media creates credibility and drives public opinion among its audience. It empowers community members with knowledge and ideas and gives them a sense of ownership in the change process. From announcements about your first meetings, editorials about potential policy changes to feature stories celebrating your coalition's success in reducing substance abuse rates in your community, media can be influential partners.

Building a Communication Committee

Your committee should include partners from a variety of professions as well as individuals from target audiences, such as:

- Current or retired journalism, marketing or media instructors from the local high school or community college;
- Graphic design professionals;
- Public relations, marketing or advertising professionals from partner organizations or other local businesses;
- Newspaper advertising or editorial department staff, including ethnic papers or publications
- Students with an interest in communications
- Local photographers or filmmakers
- Freelance writers

Why your coalition needs a comprehensive communication strategy

Coalitions should develop multi-faceted strategic communication approaches to ensure that opportunities to tell their story—and positively disseminate their messages to the widest possible audiences—are not lost. Approach communication as an important part of your coalition's strategic action plan. To enhance the likelihood of sustainable community buy-in, increase local fund raising, record coalition activities, document progress over time and help change policy and behavior.

Establish a communication committee that will take the lead on your coalition's communication initiatives including media advocacy and social marketing efforts which will be discussed Chapters 3 and 4. Whether your coalition budget enables you to hire an agency or staff person to conduct the day-to-day management of your coalition's communications, this committee will oversee the development, implementation and evaluation of the communication/marketing plan. Include members of potential target audiences on the committee and as new audiences are identified, bring on new members who are a part of those groups. This will help to ensure attention toward the specific populations and their needs.

Be sensitive to cultural differences from the earliest stages of your communication planning. Research and build partnerships with credible, popular media and community organizations that serve and inform your target audience. Tailor your messages to meet appropriate literacy levels and language and ensure that print and broadcast materials reflect the populations you want to reach.

Think about your communication plan like the overall logic model that your coalition should have developed. Your plan should incorporate your communication goals and objectives, target audiences, potential partners and appropriate media channels for each element of your coalition's logic model. As planning evolves, include timelines, budgets and persons who will be responsible for implementing various facets of the plan.

The communication committee also must evaluate its efforts. Committee members should work with the coalition's evaluator or evaluation committee and plan to collect data to determine the following: Did your messages reach the right people? Did they evoke the desired response or ac-

tion? Were the activities cost effective? Did they enhance initiatives sponsored by your coalition?

Your strategic communication plan and the SPF

Coalitions have a natural advantage when it comes to disseminating information. In addition to formal media channels, members, partners and other stakeholders control a range of communication vehicles that reach far into the community. And support or endorsement from those groups, evidenced by inclusion of your messages, can spark communitywide response and action.

If your coalition is funded through the Drug Free Communities Support Program (DFC), you should be familiar with the elements of the Substance Abuse and Mental Health Services Administration's Strategic Prevention Framework (SPF). The framework identifies five key elements—assessment, capacity building, planning, implementation and evaluation—that help communities develop the infrastructure needed to develop a community-based approach to effective and sustainable population-level change. These elements correspond closely with the elements recommended for communication planning.

The SPF also incorporates two overarching elements—sustainability and cultural competence—which should be considered at every stage of communication planning and implementation. The Institute's *Primer Series* focuses on the elements of the SPF individually and may help your coalition navigate the elements. PDF versions of the publications can be accessed through the CADCA website, *www.cadca.org*.

Incorporating cultural and linguistic competence

Community coalitions should consider basic concepts of cultural and linguistic competence when considering how best to use media to achieve their coalition goals. These concepts are discussed at length in the Institute's *Cultural Competence Primer*. Consequently, coalitions must strive to include members from diverse groups in their coalition efforts before developing a media plan or embarking on a media campaign.

Some important cultural and linguistic considerations for coalitions include the following:

- **Not all groups receive information from the same source.** In the past, the vast majority of Americans listened to one of three major evening news broadcasts or read the local newspaper. Now, youth increasingly receive their news from online sources. Many Hispano/Latinos get their information primarily from Spanish-language radio and television broadcasts. Black radio listeners spent, on average, more than three hours a day listening to radio, but according to Arbitron's *Black Radio Today, 2008 Edition*, preferred formats are changing. Most demographic segments, including adults age 35 and older, spent more than 21 hours per week with radio. Asian-language television cable networks are prime sources of news and information for this country's growing Asian-American communities.
- **Linguistic competence is critical.** If your community includes a rapidly growing mono-lingual immigrant population, develop materials and have individuals fluent in the target language available to help your coalition communicate with those groups. Note that this does not necessarily mean that your bi-lingual secretary is the right person for that task. Often, native born second- and third-generation minority groups have the cultural but not linguistic competence to work with the media.
- **Culture determines how you should frame your message(s).** Youth from diverse backgrounds have their own values, cultural icons and languages. A message for mainstream America will not resonate with these youth. Consider how alcohol and tobacco companies market their products through the adept use of market segmentation. (See the resources section on page 32 for links to a variety of materials on media literacy.)
- **Not all groups use new/social media (described in greater detail in Chapter 2) in the same way.** The "digital divide" exists among ethnic, gender and age groups. Use your communication assessment to determine which social media tools are appropriate and whether your target population uses new

media in numbers large enough to make an impact. For example, if your coalition wants parents to better monitor prescription medications stored in their homes, Facebook or You Tube, which traditionally target younger audiences, may not be your media choice.

Ask leaders from your target populations to identify other venues to help you communicate your messages most effectively. Do not forget to communicate with organizations and institutions serving specific populations. These may include an Urban Indian Center, a Korean-American community center or a Black church. Find out how these groups publicize events. You also may discover that you can involve local ethnic restaurants and grocery stores, beauty/barber shops or laundromats to inform residents of important events.

Assessment—finding target audience(s) and appropriate media channels

In the earliest stages of coalition development, a thorough understanding of the community—its infrastructure, various neighborhoods and populations and the conditions that exacerbate problems with alcohol and other drugs, particularly where youth are concerned—is vital. That is where a community assessment comes in.

Strategic communication planning also should begin with assessment. Get to know the media landscape in your community, understand the "politics" of traditional media outlets such as newspapers and radio and television stations. Media generally strive for impartiality in news coverage, but most also share editorial opinions on community issues. Radio news departments try to present both sides of issues, however the morning DJ may have flexibility in voicing his or her own opinion. Local TV stations may set aside time each week or month for public service programming. Your job is to find out. Learn about editorial policies, advertising rates, availability of time for public service announcements and other details that will help you make appropriate media decisions.

Enlist youth to conduct surveys with coalition members and local residents to determine which media are utilized most in the community.

If your coalition operates in a rural area where there are few traditional media outlets such as daily newspapers, radio and television stations, capitalize on the resources that are available, from bulletin boards at the local grocery store to the local *PennySaver* publication or billboards and retail shop windows. Media opportunities are everywhere, so be creative.

Look at your coalition's logic model and consider your goals. How can communications planning help get you there? Media can help raise the community's awareness of your coalition and its good works; they can help recruit members, partners and funders; and they can educate the community about the dangers of drugs and the availability of treatment in your community. Your coalition should discuss, define and write down your communication goals. They should be realistic, measurable, specific and prioritized. (See the box on page 8.)

"THE FOUR Ps of Marketing"

The 4 Ps—product, price, place and promotion—make up a well-known marketing model generally used to identify the choices your coalition must consider to develop a marketing/communication plan. Implementation can help your coalition effectively reach multiple audiences in your community.

- PRODUCT: The desired behavior you are asking your audience to adopt, and the associated benefits, tangible objects and/or services that support behavior change.
- PRICE: The cost (financial, emotional, psychological or time-related) or barriers the audience faces in adopting the desired behavior(s).
- PLACE (distribution): Where the audience will perform the desired behavior, access the program products and services or where they will consider action on your issue.
- PROMOTION identifies communication messages, materials, channels, and activities that will effectively reach your audience.

Consider each audience you want to reach. Do culturally appropriate media exist that will increase understanding of the issue or the actions planned by your coalition? For example, if your community has a large Spanish-speaking population, do language-specific publications or radio stations exist? Have you included representatives of those outlets in your communication planning? Are

Figure 1. Sample SWOT Analysis

	Internal	External
	Strengths	**Opportunities**
Positives	• Strong staff and volunteer pool with communication experience • Good working relationships with local media • The coalition has great energy and momentum going into the campaign	• New media such as a coalition blog • Potential new partnerships with culturally appropriate organizations in the community, state and tribal agencies and national groups like CADCA • Joint and/or collaborative efforts that can be co-branded by the coalitions and other community agencies and organizations
Negatives	**Weaknesses/Barriers**	**Threats/Challenges**
	• Small budget for developing print materials and purchasing advertising space/time • Resistance to change from community members, potential partners or other stakeholders • Undeveloped or underdeveloped connections with local media	• Other nonprofits competing for public service time on radio and tv, particularly competition within large media markets • Print only mentality • Insufficient local data • Disagreement with coalition position from local media management/staff

you taking advantage of your coalition members' natural spheres of influence—meeting them where they live, i.e., workplace, market, gym, civic organizations, houses of worship, etc.

Many communities conduct an analysis (called a SWOT analysis) of strengths, weaknesses/barriers, opportunities and threats/challenges as a part of their assessment—mapping out internal and external positives and negatives and developing an awareness of where the coalition stands. Internal considerations include human and financial resources, expertise, management support and internal politics. External opportunities or threats include cultural norms, demographics, economic situation, political or legal issues and the activities of external organizations. SWOT analyses help inform your planning process and alert you to potential risks. A sample analysis appears above.

Capacity/sustainability—building essential partnerships

Coalitions are built on partnerships and among the most important, from the start, are partnerships with local media and culturally appropriate organizations that can help disseminate your coalition's messages to the audiences identified in your assessment. Get these groups involved at the ground level to ensure coverage as your coalition engages in larger, communitywide initiatives.

Strong media partnerships will help your coalition maintain public interest and engagement as you move through development and implementation of strategies to change your community's environment and decrease rates of substance abuse. Keep your messages consistent, maintain regular communication with local media and become a reliable information source on the issues your coalition is addressing—this will increase the coverage that your coalition will receive in traditional media. As your relationships increase and improve, media will call you for reliable information and data. You also may need to build the capacity of your coalition members to interact with the media. Train and coach your members, especially those who live in areas most affected by the problem, to cooperate with and respond to local media representatives who want to include "man on the street" interviews and opinions. Seek media training opportunities that may be available in your community—through a community college, a local

What are SMART objectives?

Specific–Objectives should specify what they want to achieve.

Measurable–You should be able to measure whether you are meeting the objectives or not.

Achievable–Are the objectives you set, achievable and attainable?

Realistic–Can you realistically achieve the objectives with the resources you have?

Time–When do you want to achieve the set objectives?

For example: To publicize the XYZ Coalition's Safe Prom/Safe Graduation project, Jane Doe from the communications team will develop and distribute, by e-mail and regular mail, a media release outlining the coalition's planned activities to *The Daily News*, WABC-TV, and TALK radio no later than Sept. 1, 2008.

advertising agency or a national organization such as CADCA. Focus particularly on training opportunities that will allow a number of coalition members to attend without breaking your budget.

Remember, "media" are not limited to traditional channels such as newspapers, radio, TV and billboards. An ever-expanding variety of Web-based vehicles and other channels such as school or business newsletters exist. Identify individuals within your coalition, perhaps youth, that can help you use these new electronic media. Utilizing the most appropriate of these vehicles is essential to your coalition's success and sustainability.

Planning/implementation—the medium and the message

You are approaching the "meat and potatoes" of strategic communication planning. Your coalition goals and objectives are set and your communication committee has identified the target audiences and established working relationships with local media. Now, the committee must decide which media to use for individual initiatives and develop appropriate messages.

As your committee enters the planning stage, consider the 4 Ps of marketing (see the text box on page 6). What action do you want your audiences to take—attend a town hall meeting to learn about your issue, support a local Clean Indoor Air ordinance, stop serving alcohol to young people in their homes? What will their actions cost—time, money, political capital, etc.? Where will they take action—at home, the local high school, their favorite restaurant, city hall? And how will your committee craft and communicate its message(s) to the target audience(s)—the local newspaper, a video on You Tube, multi-lingual flyers posted in area barber and beauty shops?

Remember that while the core of your message may be the same, the delivery—in terms of framing and channel selection—will be different for your various audiences or issues. For example, if you are trying to reach decision makers—members of the city council or county board—you may want to plan a series of news articles followed by an editorial in the local newspaper.

Consider whether your coalition's activity warrants a press conference or a press release; whether to place paid advertising on the local television or radio station or if public service announcements are most appropriate; whether a youth billboard or poster contest would provide the best results in your community. Use your assessment to inform your planning and implementation.

Evaluation—achieving and reporting results

As with any coalition initiative, monitor and report on media outcomes through planned evaluation. This should include quantative data such as tracking hits to your Web site or articles, letters and op ed pieces in local newspapers or public service announcements on the local radio station, etc. Additionally, you should collect qualitative data—conduct a community survey or focus groups at several points prior to launch and during larger media campaigns to learn whether your messages are reaching and resonating with your target audience or if you need to adjust your strategy.

Pinpointing the role that individual messages, communication vehicles or frequency play in population-level change will be difficult. In fact, it is unlikely that any particular communication effort—no matter the scope—will change the community environment on its own. Rather, your coalition can show how communication initiatives contribute to community change.

Your coalition also can conduct a process evaluation to show how to improve its strategies or adapt messages for different audiences. The Institute's *Evaluation Primer* can help you plan evaluation of your coalition's communication initiatives.

A sample media plan—outlining your strategy

As planning for your media strategy begins, organize your resources, activities and outcomes in a formal way such as a logic model. As noted earlier, you should incorporate the seven strategies that affect community change outlined in the Institute's *Environmental Strategies* publication. Your model can take on the shape that best suits your coalition. A sample Media Planning Logic Model appears on page 10.

Consider tipping points in coalition communications

In his book, *The Tipping Point: How Little Things Can Make a Big Difference*, Malcolm Gladwell suggests that the same principles that underlie the spread of disease also can help us understand the spread of change in communities. Because these changes do not follow a simple, linear path, the small, incremental changes you make can seem insignificant—until WHAM!—they reach a "tipping point" that suddenly sets off dramatic and rapid change.

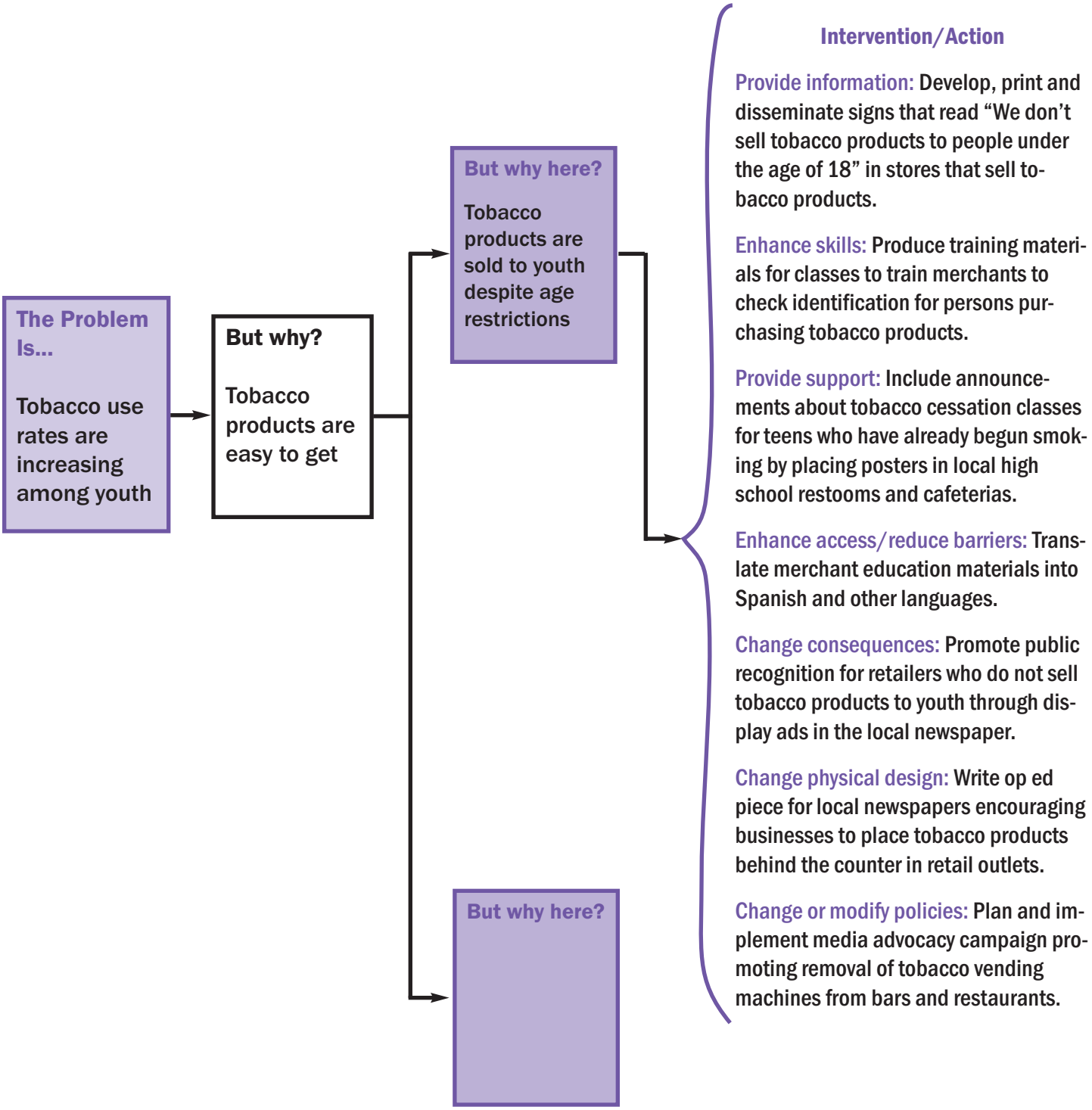
How can your media efforts contribute to that change? Communication can educate your community about the existing problem(s) and it can create the buzz that will get residents off their sofas and mobilized to make the community a healthy and safe place to live.

Gladwell stresses two points that are particularly important to helping to generate momentum. First is the idea that certain people have a knack for spreading ideas and motivating others. These people thrive on their connections to others and on bringing people together, sharing what they know, or persuading others to consider new ideas. Part of your coalition's job, then, is to find these people and make sure to include them on your coalition's communications team.

Second, he says that certain messages have a "sticky" quality that attracts people and compels them to act. Often the aspects that make messages sticky are simple. As you talk to others about your coalition, pay attention to the messages to which they seem to be drawn and refine your presentation to highlight those sticky elements. In *Made to Stick*, authors Chip and Dan Heath take the idea of stickiness, push beyond what sounds like it should work and explain why it actually does. Go to *http://www.madetostick.com/* for more information on the book.

REMEMBER: Tipping points can work in both directions. Just as steady forward progress can reach a point that surges into a wave of growth and positive momentum, setbacks and negative changes can spiral out of control if they are not managed. If you start to see some turnover or waning participation in your coalition, you'll want to address it quickly.

FIGURE 2: Sample Logic Model for a Media Initiative



Note: For the purpose of illustration, we have completed intervention/action for one "But why here?" with only one activity for each of the seven strategies. Your logic model likely will have more than one "But why here?" for each "But why?" and may have more than one activity under each of the strategies.

Creating Opportunities for Youth, Bluefield, WV

Media partnerships provide a key component to every aspect of planning and implementation for Creating Opportunities For Youth in Bluefield, Monroe County, W.V. COFY, initiated in 1997 as a programmatic effort, organizes around creating safe and structured places for youth and their families.

Coalition leaders view local media as an invaluable and key source of power in their efforts and immediately began identifying the traditional media outlets in their community and surrounding areas. They identified two newspapers (one weekly, one daily), three major radio stations (two FM, one AM), and three television stations; one of which is within their county (NBC affiliate). The group developed contacts with assignment editors and set appointments with local "beat" reporters and established relationships with each media group, developing stories, inserts with their *Newspapers In Education* program and social fairs. The group leverages all media buys with three-to-one matches. These partnerships helped the coalition receive recognition as the community's driving force in reducing substance abuse rates and continue to support its success.

The coalition used its media partnerships to create awareness and mobilize their community to enact a comprehensive clean indoor air policy. The policy had been approved, then rescinded by the local Board of Health, making national news as the first time a local board completely rescinded such a policy.

In 2003, the coalition mobilized to reinstate the clean indoor air policy and reached out to their media partners to spread the word about the harmful effects of tobacco. They organized health fairs and gained key endorsements, including that of retired U.S. Surgeon General C. Everett Koop, and the support of Chris Curtis, West Virginia Bureau for Public Health Acting Commissioner. The community buzz around the tobacco issue grew and reporters began to use the coalition as a resource.

In July 2005, the clean indoor air policy came up for a vote, creating an optimum opportunity to work with local media to advocate for the policy. The local TV station donated one hour of programming to raise awareness. The coalition used a portion of their budget to implement a community rally on a day the Board met. COFY distributed red t-shirts with the slogan "I SUPPORT SMOKE-FREE AIR EVERYWHERE" to about 100 people—smokers and non-smokers—who had rallied with the help of their local media. Even the news crews wore the t-shirts.

The results were astounding. The newspaper's front-page headline the next morning stated, "A sea of red speaks out about clean indoor air." Included, was a striking picture—everyone was wearing red. Three months later, the 100 percent clean indoor air policy passed in the county!

Soon coalitions in neighboring counties modeled the strategy. As a result, every county in the southern region has gone smoke free, and in other neighboring counties, some bars have agreed to voluntarily go smoke free.

The coalition continues expanding its media partnerships and since 2006 has partnered with the local ESPN radio affiliate in the "Drug Free All-Stars" basketball team that barnstorms schools in a 10-county area within Virginia and West Virginia, talking about positive choices for youth and families. The team is made up of a variety of coalition partners including media, schools, nonprofit agencies, coalition members and others. In the past year, the team has visited 57 schools and reached more than 23,000 youth about the power of positive choices.

ESPN AM1050 provides nearly $1,000 per month in free advertising. The coalition continues to reap the benefits of their local tobacco successes and as of June 1, 2008, both minor league baseball parks in Mercer County and some additional outdoor recreation facilities became completely smoke-free.

Lessons Learned:

- **Get your local media to view you as an expert in your field.** **Once the media realizes that you are a force in your community, they will come to you to get the local scoop. Being seen as the "go to" source in the community also ensures that the story will be told in a way that represents your coalition's mission. From the beginning, make sure that your points are backed up with information to prove your point so that there is no room for dispute.**
- **Go to your media partners first.** **Use them proactively, not reactively.**
- **Create a picture to tell your story.** **Wearing the same t-shirts or the same color, allows the media to easily recognize the movement's power. It speaks volumes without saying a word.**
- **Don't reinvent the wheel.** **Contact those in your state who have fought similar battles and apply their strategies.**
- **Alert your national and state partners about your efforts.** **They can help create a huge amount of support and at times 'pressure' on local policy makers. This also allows local policy makers to realize that the state and the nation are watching their actions.**
- **Use one person to organize letters to the editor of local papers to keep the message consistent.**
- **Coalitions don't need to spend a lot of money on media recognition.** **If you have to buy, leverage funds with a 2:1 or 3:1 media match.**

More information on COFY is available online at *http://ccifrn.homestead.com/COFY.html*, and on CCI at *http://strongcommunities.org*.

CHAPTER 2: NEW OR TRADITIONAL MEDIA—WHICH IS FOR YOUR COALITION?

We live in an amazing age, with technology changing the way we do everything from cooking to communicating. Do you remember life before cell phones, blackberries and 24/7 news networks? Changes in media occur so quickly that it is almost impossible to keep up. Traditional media such as newspapers, radio, television and billboards remain the standards in most communication plans, but new media provide innovative, often low-cost alternatives.

More and more, traditional and new media merge. For example, newspapers continue to print daily and/or weekly editions, but add Web-based issues; radio stations broadcast as they have for years, but also stream their content to the Internet and podcast special segments; digital billboards change daily or hourly, rather than monthly or quarterly; and television programs and movies, new and old, are available on the latest hand-held devices as well as in your living room.

Perhaps the greatest change in media—and one that provides an incredible opportunity for coalitions—is that the communication is no longer strictly about receiving information. Rather, through blogs, wikis and social networking sites, community members can exchange ideas, express opinions and participate.

Coalitions can take a cue from traditional media and consider a combination of new and traditional vehicles. But, how does your group decide which media are best for reaching the variety of audiences in your community—for telling your coalition's story? The answer will be different for every coalition and audience, so no absolute "right" or "wrong" approach exists. Use your communication assessment to help determine how residents get information about their neighborhoods, then develop a communication plan that includes traditional and new media and other outlets available through your partners or stakeholders.

Incorporate media use in your assessment—do parents get their news from traditional outlets or from the Internet? Are teens telephoning or text messaging? Do local decision makers listen to National Public Radio or to podcasts about specific issues? Such information will be invaluable as your coalition moves forward.

Telling your story through traditional media outlets

Reducing substance abuse is a long-term proposition. Many times what is missing at the coalition level is the ability to keep the public informed and cultivate ongoing support for evolving goals, projects, important changes and new ideas. Media attention highlights progress and rejuvenates the crucial public will that sustains progress through the long haul. Media creates credibility and drives public opinion. It empowers community members with knowledge and ideas and gives them a sense of ownership in the change process.

As noted earlier, if your coalition receives funding through the DFC, media is one of the 12 sectors that must be represented on your coalition. Aside from being required, involving local media representatives on your coalition makes good sense.

Consider:

> A 2007 survey by The Pew Research Center for People and the Press shows that local news outlets—TV and newspapers with which respondents are most familiar—have the highest favorability ratings. Respondents expressed a favorable opinion of local television news 79 percent of the time. Daily newspapers ran slightly behind with 78 percent favorability. Ratings of national media—cable and network news programs and large nationally influential newspapers such as the *New York Times* and the *Washington Post*—declined in recent years, leaving network and cable TV news several approval points behind local TV and nationally recognized newspapers.[3]

Each contact will require specific preparation before your communication committee requests a meeting. Prepare a one-page fact sheet that outlines your coalition's mission, vision and goals. Include information from existing data sources such

as school surveys that show the problem(s) your coalition plans to address.

Remember, your coalition **and** the media benefit by working together to improve conditions within the community. The Institute's Strengthening Partnerships Tool Kit (online at *http://www.cadca.org/resources/detail/strengthening-partnerships-toolkit*) offers case studies and sample worksheets to help you prepare for initial meetings with local media outlets.

Print media. Daily and/or weekly newspapers continue to cover current events in most regions. Whether your coalition represents a small rural county, a neighborhood in a large city or a suburban district, the local newspaper is a good place to start your media efforts. From the earliest stages of your coalition, get to know the paper's editorial structure and policies; learn its advertising policies, particularly those related to public service advertising which is provided free to nonprofit organizations; post meeting and activity announcements to the paper's community calendar; and meet with the editorial board, news editor, publisher or local reporter—depending on the size of the publication—to introduce your coalition's mission and goals.

Establish regular contact with one or more representatives of the newspaper and find out whether they prefer phone or e-mail contact when you have something new to share as your coalition works through its community assessment, strategic planning and implementation. If you live in a small, rural area covered by a local weekly newspaper, the staff may include only one or two people including the editor/publisher. But, if you live in an urban or suburban area, the daily newspaper likely has reporters who cover specific communities or "beats." Get to know the reporter who covers your neighborhood or issue (or both) and work to become a resource for him/her.

If your local paper has a larger staff, remember to include reporters who cover politics including the city council or county commission. This will be particularly helpful when your coalition begins to conduct media advocacy which we will discuss more extensively in Chapter 3, beginning on page 20.

Billboards, bus stop shelters and mall kiosks often are used as an inexpensive method of marketing anti-drug messages. Both media advocacy and social marketing campaigns discussed in Chapters 3 and 4, can incorporate these media, as a way to reach a variety of audiences.

Key points to writing Public Service Announcements

You must reach your audience quickly—generally 30 seconds or less, so ensure that your language is simple and vivid. Take your time and make every word count.

Content should have the right "hooks"—words or phrases that grab attention—to attract your audience. (Again, make sure you know who is in your audience.)

For example, your PSA might start with, "It's 11 o'clock. Do you know where your children are?"

Incorporate a request for specific action, such as calling a toll-free phone number or visiting a Web site to get more information. For example, "Go to www.anycoalition.com for more information on text messaging to help monitor your teen's activities."

Adapted from the KU Media Tool Box

Broadcast media. Radio stations not only offer opportunities to make news, but also to be part of the daily conversation with the community. For some cultures, radio provides the primary source of entertainment, information and news.

Talk radio stations constantly look for relevant and timely local topics. If your area has a local talk or National Public Radio station, arrange to meet with the program or news director and offer to provide a guest (the coalition leader, communication director or other spokesperson as appropriate) for an upcoming discussion on your coalition's issue. Train several members to act as credible coalition spokespeople and ensure that one of those persons is available to provide background information on your community's most important issues at a moment's notice.

Consider the various music venues in your community as well. Each station appeals to a specific group, so while it will be helpful to have contact and working relationships with a variety of stations (if they are available in your community), spend more time grooming relationships with the ones that serve the audiences you want to reach.

Do not limit your radio contacts to station directors or newscasters. Disc jockeys often bring local issues to people's attention through comments or discussions during their programs and should be included on the contacts list when your coalition sends out media advisories.

Remember also that stations that broadcast in languages other than English may reach a sector of your community that would otherwise be hard to reach, so consider your target audiences. For example, Spanish contemporary stations ranked fourth-highest in time spent listening among radio listeners age 12 to 64.[4] If your coalition serves a community with a large Spanish-speaking audience, make sure that you provide information in Spanish and have several individuals fluent in that language in your coalition and coach them to become coalition media influencers.

Television news departments, particularly those of national network-affiliated stations, offer excellent opportunities for raising awareness of your coalition's issue(s), but provide fewer opportunities for positive editorial comment because most have limited locally produced programs. However, many have local public service programming that can offer excellent opportunities for your coalition to tell its story. Establish relationships with your local stations' general managers and news directors to ensure that your coalition's work stays on the radar through early development and gets regular coverage as you move to changing the community's environment.

Local cable and public access stations also can provide free opportunities for your coalition to get its message out. If your community has radio or television stations that broadcast in a language other than English, translate your messages to that language and request air time. Or have a coalition member who is fluent in the language appear as a guest on the locally produced talk show.

Television and radio stations also offer opportunities to air Public Service Announcements (PSAs), so include station advertising representatives among your media contacts. PSAs work best when you have a clear, easy-to-understand issue and when you are requesting a specific action.

Leveraging paid media

If your coalition has the budget to pay for advertising space or time, make certain that the person

Radio Reaches the Masses

More than 90 percent of all consumers age 12 and older listen to the radio each week—a higher penetration than television, magazines, newspapers or the Internet. Radio reaches people everywhere they are: at home, at work, in the car and elsewhere. Consumers tune in to one or more radio stations for more than 2.6 hours per day—18.5 hours per week.

Hispanic audiences listen to radio more often and longer than other audiences—an average of 22.25 hours per week for Hispanic listeners age 12 and over. Radio's overall reach among Hispanic consumers has held between 95 percent and 96 percent of all Hispanic listeners for the past five years. Hispanic men between 25 and 34 years spent the most time listening with an average of 24.5 hours per week.

By far, America's most popular Spanish-language programming in terms of broadcasters and ratings, Mexican Regional was heard on 302 stations, more than double of any other Hispanic listener-targeted format, including three of the top seven stations in Los Angeles. It reached 8.6 million Hispanic listeners weekly, and in Spring 2007, increased its share of Hispanic listeners for the fifth straight year, rising from 19.7 percent to 21.4 percent. Men made up nearly 58 percent of the Mexican Regional Hispanic audience. Audience demographics were increasingly concentrated: 55 percent of the format's Hispanic listeners were 25- to 44-years-old—the highest percentage of all formats.

Black radio listeners spent, on average, more than three hours a day listening to radio. Most demographic segments, including adults older than 35 years, spent more than 21 hours per week with radio. Time spent listening was highest among Black men and women, age 45 to 64, who tune in more than 24 hours per week.

Source: *Radio Today: How America Listens to Radio*, 2008 Edition. Arbitron Inc. Retrieved from the Internet at *http://www.arbitron.com/downloads/radiotoday08.pdf* and Arbitron *Hispanic Radio Today* and *Black Radio Today,* 2008 Editions. Retrieved from the Internet at *http://arbitron.com/advertisers/home.htm*.

tasked with purchasing leverages the coalition's investment. Most national media campaigns negotiate matches that provide two or three free ads for each paid ad. Specify that match ads must air in the same time segment, for example, if you purchase advertising during the morning rush hour to reach commuters, your match or free ads must also run during the morning rush.

In fact, DFC-funded coalitions are required to ensure a minimum two-to-one match to meet grant requirements. The value of the donated media can help your coalition meet its matching funding requirement as well. This means that your coalition's messages are seen or heard more often, increasing the chances that you will reach and resonate with your target audiences.

Considering new/social media opportunities

A May 2008 survey by the Pew Internet & American Life Project finds that 73 percent of adults in the U.S. go online and 55 percent have broadband at home. Offline Americans overwhelmingly are over age 70, have less than a high school education and speak a language other than English, although Internet use by all audiences is increasing. The Pew Hispanic Center estimates that 78 percent of Latinos who are English-dominant and 76 percent of bilingual Latinos use the Internet.

New Web-based media tools—commonly referred to as Web 2.0 or social media—appear almost daily. These tools allow individuals and organizations to participate rather than merely observe and to develop online networks and communities, create content and share photos, videos and opinions. Many social media options are free, providing a big plus for coalitions that often operate on very small budgets. Most applications considered new or social media are Web-based, but mobile applications such as text messaging also are becoming popular for reaching large numbers of people quickly and easily. Sites included in this section are among the better known new media options. They are used for illustration and do not constitute endorsement by CADCA, our funders or other partners.

Among the greatest assets of new media are that most offer templates that require little or no technology backgound. They encourage dialogue among community members and provide opportunity for your coalition to express opinions on specific issues without the requirement of "equal time" for opponents that might be necessary on local public service programs on radio or TV.
For example, Blogger and Word Press are two free tools for developing blogs (Web logs) which allow coalitions a Web presence that can be updated

Teens and Social Media

Some 93 percent of teens use the Internet, and more of them than ever are treating it as a venue for social interaction—a place where they can share creations, tell stories and interact with others.

The Pew Internet & American Life Project's *Teens and Social Media* study released in December 2007, reports that 64 percent of online teens age 12 to 17 have participated in one or more among a wide range of content-creating activities on the Internet, up from 57 percent of online teens in a similar survey at the end of 2004.

- 39 percent of online teens share their own artistic creations online, such as artwork, photos, stories, or videos, up from 33 percent in 2004.
- 33 percent create or work on Web pages or blogs for others, including those for groups they belong to, friends or school assignments, basically unchanged from 2004 (32 percent).
- 28 percent have created their own online journal or blog, up from 19 percent in 2004.
- 27 percent maintain a personal Web page, up from 22 percent in 2004.
- 26 percent remix content they find online into their own creations, up from 19 percent in 2004.

The percentage of those age 12 to 17 who said "yes" to at least one of those five content-creation activities is 64 percent of online teens, or 59 percent of all teens.

In addition to those core elements of content creation, 55 percent of online teens age 12 to 17 have created a profile on a social networking site such as Facebook or MySpace; 47 percent of online teens have uploaded photos where others can see them, though many restrict access to the photos in some way; and 14 percent of online teens have posted videos online. The current survey marks the first time questions about video posting and sharing were asked.

Source: *Teens and Social Media*, Pew Internet & American Life Project, Washington, DC, December 2007. Retrieved from the Internet at *http://www.pewinternet.org/PPF/r/230/report_display.asp*.

regularly. Each provides design templates that require no previous Web design experience. Adding new information—whether a community meeting announcement or an opinion piece on pending policy decisions is as easy as creating a document in a word processing application. When the information is posted and available to the community, residents can submit comments and opinions, initiating and encouraging dialogue on the issue.

Additionally, new media offer excellent opportunities to reach and involve youth—the greatest consumers of many of the most popular programs such as Twitter, Facebook and You Tube. Work with youth in your community to determine which options offer the greatest advantages and allow young people to drive content. This will give them a vital role in the coalition and provide excellent opportunities to enhance your coalition's assessment (through photos posted on Flickr or Photobucket or videos posted on You Tube) to show environmental change and document its progress. Many coalitions are reticent about developing a presence on emerging social media sites because the public perception is that all materials on the sites promote unwanted behaviors such as binge drinking, and they do not want to encourage youth exposure to such information. While those materials exist, and indeed sometimes seem prevalent, these are the sites and messages that youth already access on a regular basis. That is unlikely to change. It is incumbent on the prevention field to get safer, healthier information into those spaces.

Many adults also express concern about young people's online activities. ONDCP's National Youth Anti-Drug Media Campaign recently released new materials for parents on keeping teens safe online and on monitoring online profiles and materials for appropriateness. The materials are available online at *http://www.theantidrug.com/teens-technology/index.asp*

Before your coalition initiates a social media presence, get familiar with the site(s) and learn about built-in safeguards—such as monitoring or turning off external comments. Be transparent with your community—particularly parent groups—about your plans to post the materials to minimize negative reactions. Let parents and other adult partners and stakeholders know that you are supervised while they work to create and disseminate drug and alcohol prevention messages. Encourage residents to visit

How We Use Social Media

Half of U.S. adults use social media, including blogs, social networks and text messaging, according to the latest findings from Universal McCann's "Media in Mind" study, an ongoing research effort that analyzes how consumers relate to media and products in their daily life.

Among 18-34 year-olds, the numbers of social media users are even higher: 85 percent rely on one of the three platforms listed above to stay in touch with others. The increase in those who use text messaging likely affect the overall numers in this demographic. More adults send text messages than ever before. Those adults who say that they've never sent a text message fell to 41 percent from 49 percent last year.

The study shows:

- 1 out of 10 (10%) U.S. adults now publish blogs (up from 5% last year)
- 1 out of 5 (20%) 18-34-year olds publish blogs (up from 10% last year)
- 22% of U.S. adults use instant messaging (IM) (up from 9% last year)
- 21% of 18-34-year olds use IM (up from 14% last year)

Source: *According to Study, Half of U.S. Adults Use Social Media*, reported on Read, Write Web, August 2008. Retrieved from the internet, *http://www.readwriteweb.com/archives/half_of_us_adults_use_social_media.php*.

Coalition Examples: Joining the Blogosphere

Many coalitions are joining the social media revolution and utilizing blogging software to keep their communities updated on activities and events. Following are a few examples of the types of blogs that coalitions implement:

- Hartford (Conn.) Communities that Care—youth-driven blog that is updated regularly, lots of pictures of activities; *http://stumpuad.blogspot.com/index.html*.
- Portage County Alliance for Youth, Stevens Point, Wisc.—blog serves as a community bulletin board—publicizes lots of local events, posts several times a week with news updates including national items such as CADCA's Coalitions Online; *http://portage-county-alliance-for-youth.blogspot.com/*.
- Missouri Youth/Adult Alliance, statewide coalition based in Jefferson City, Mo.—regular updates, lots of good information, also provides links to their presence on Facebook and MySpace; *http://myaapreventuad.blogspot.com*.

the site and monitor their children's use of the technology and your coalition's Web presence. Ask them to contact the coalition if they see inappropriate materials on or linked to your page(s)

Starting a social media habit

The social media explosion continues, leaving many of us juggling a variety of tasks and trying to extinguish multiple fires. Taking on additional work may seem impossible, but social media can help you conduct more effective outreach once you get accustomed to using it as part of your coalition's day-to-day work.

Begin to use social media in the same way you start other coalition activities. Assess your community's involvement in social media and look for an area where your members, partners or other stakeholders have some expertise or interest (capacity). From there, start small and learn your way into using the new social media tools. As you learn, plan for how you will expand your capacity and develop partnerships and alliances that will connect and amplify the positive work you are doing. Before you know it, "a" new way will become "the" way "we do things around here."

The chart on page 18 identifies some of the most commonly used Web 2.0 technologies, some of their key audiences and the associated costs. The Institute's Web site also offers a Technology/Social Media page with more information about how to select and use new media.

Community example:
South Carolina Coalitions Think ON the Box

LRADAC, the Behavioral Health Center of The Midlands, is partnering with Richland 2, the Richland One Community Coalition, the Lexington One Community Coalition and the Community Round Table of Irmo, Dutch Fork and Chapin to spread the anti-drinking message. Domino's Pizza distributed 44,000 fliers on pizza boxes delivered from its 11 stores in the greater Columbia, S.C., area, according to LRADAC.

Students who rented tuxedos in the Columbia area received an informational card in the pocket asking, "Is It Worth It?" which included information about the legal consequences of underage drinking.

Adults who made alcohol purchases during prom season received similar information in the form of a tear-off sheet distributed by several local grocery, convenience and liquor stores. The sheet provides information about legal consequences of providing alcohol to an underage person. The consortium involved more than 100 business partners.

Utilizing "non-traditional" media outlets

One of the great advantages of working with a coalition is access to a variety of local communications channels that might not be considered "media" at first glance. From the worship bulletins of your faith partners to PTO newsletters from your local school district, use the communication vehicles that your sector partners produce to enhance your communication/marketing plan.

Rally the community to identify existing outlets and do not overlook the power of posting your message where your target audience will most likely see it. If your coalition efforts focus on a specific neighborhood, find out where residents congregate and display posters or distribute flyers explaining activities and encouraging individual and group participation. Be creative.

When you plan an event such as a rally or town hall meeting to support your community change projects, remember that "media" can include clothing such as t-shirts or hats. A sea of red shirts with a simple message creates an excellent photo opportunity for the local newspaper (See an example of this in the coalition example from West Virginia on page 11.)

Preparing for the "next big thing"

The *Networked Families* study released in October 2008 by the Pew Internet and American Life Project, estimates that 95 percent of married couples with minor children have at least one cell phone in their household. Among those households, 89 percent own multiple cell phones, and nearly half (47 percent) own three or more.

It makes sense that the cell phone is considered by many as the next "big" communication tool. In fact, many companies and nonprofit organizations already are using cell phones to spread their messages—many through the use of text messaging. A good example is AT&T'S txt2connect project which encourages parents and their children to use text messaging to check in—to find out what time dinner will be or if youth are okay when they miss curfew. Get more information at *www.wireless.att.com/learn/en_US/pdf/txt2connect-tutorial.pdf.*

FIGURE 3. **A Quick Guide to Social Media**

MEDIA TOOL/URL	DESCRIPTION
BLOGS/PODCASTS/VLOGS	
A blog (a contraction of the term "Web log") is a Web site, usually maintained by an individual or group of individuals with regular entries of commentary, descriptions of events or other material such as graphics or video. Entries are commonly displayed in reverse-chronological order. "Blog" can also be used as a verb, meaning to maintain or add content to a blog. A numer of template systems exist for blogging and offer free or inexpensive ways for groups or individuals to disseminate information. Because these systems utilize templates, they are very user-friendly for people with little or no Web development background or expertise. Several no- or low-cost options include Blogger (*www.blogger.com*); Word Press (*www.wordpress.com*) and Typepad (*www.typepad.com*).	
A podcast is a series of audio or video digital-media files, distributed over the Internet by syndicated download, through Web feeds, to portable media players and personal computers. Though the content may be available by direct download or streaming, a podcast is distinguished from other digital-media formats by its ability to be syndicated, subscribed to and downloaded automatically when new content is added.	
Video blogs sometimes shortened to vlogs are blogs created in video format. Video logs (vlogs) often take advantage of Web syndication to allow for the distribution of video over the Internet using either the RSS (Really Simple Syndication) or Atom syndication formats.	
SOCIAL NETWORKING	
MySpace *(www.myspace.com)*	Social networking Web site offering an interactive, user-submitted network of friends, personal profiles, blogs, groups, photos, music and videos for teenagers and adults internationally. MySpace.com is aimed at youth age 14 and older.
Facebook *(www.facebook.com)*	Facebook, launched in 2004, is privately owned and operated by Facebook, Inc. Users can join networks organized by city, workplace, school and region to connect and interact with others and can add friends, send them messages and update their personal profile to notify friends about themselves. Membership is open to anyone age 13 and older. More than half of Facebook users are outside of college and the fastest growing demographic is those 25 years old and older.
LinkedIn *(www.linkedin.com)*	LinkedIn is a business-oriented social networking site mainly used for professional networking. As of October 2008, it had more than 30 million registered users, spanning 150 industries. The purpose of the site is to allow registered users to maintain a list of contact details of people—called Connections—they know and trust in business.
CONNECTED COMMUNITIES *(www.connected communities.ning.com)*	Connected Communities is a peer-to-peer social network for community coalition leaders, members and volunteers to explore, discover and learn ways to develop and sustain our communities.
PHOTO/VIDEO SHARING	
Flickr *(www.flickr.com)*	Flickr is an image and video hosting Web site and online community platform. As of November 2008, it claims to host more than 3 billion images.Flickr asks photo submitters to organize images using tags (a form of metadata), which allow searchers to find images related to particular topics, such as place names or subject matter. Flickr also was an early Web site to implement tag clouds, which provide access to images tagged with the most popular keywords.
Photobucket *(www.photobucket.com)*	Photobucket is an image and video hosting, slideshow creation and photo sharing Web site. Photobucket generally is used for personal photographic albums and storage of videos. Users may keep their albums private, allow password-protected guest access or open them to the public. Uploaded photos must be smaller than 1 MB (5 MB with paid account), uploaded videos must be five minutes or shorter (10 min. with paid account).
You Tube *(www.youtube.com)*	Video sharing Web site where users can upload, view and share video clips. Created in February 2005, YouTube uses Adobe Flash Video technology to display a wide variety of user-generated content, including movie and TV clips, music videos and amateur content such as videoblogging and short original videos.
WIKIS	
A wiki is a page or collection of Web pages designed to enable anyone who accesses it to contribute or modify content, using a simplified markup language. Wikis are used in business to provide intranet and Knowledge Management systems. Ward Cunningham, developer of the first wiki software, WikiWikiWeb, described it as "the simplest online database that could possibly work."	
Wikipedia *(http://en.wikipedia.org/wiki/Main_Page)*	Wikipedia is a multilingual, Web-based, free-content encyclopedia project. Wikipedia is written collaboratively by volunteers from all around the world; anyone can edit it. Visitors do not need specialized qualifications to contribute, since their primary role is to write articles that cover existing knowledge. This means that people of all ages and cultural and social backgrounds can write Wikipedia articles.

Information and statistics on this page have been collected from a variety of online resources including Wikipedia, the Techradar blog, Google.com.

YOUTH FOR YOUTH LIVE, GUAM/PEACE GUAM

Since its inception in 1988, Youth for Youth LIVE, Guam, and PEACE Guam have had the same dedicated focus: providing young people age 11 to 17 with positive alternatives to drug use and helping them with substance-free lifestyles by offering positive peer support. From the beginning, coalition members knew the challenges they would face would be unique ones.

In December 2007, PEACE Guam provided grants to five community drug-free coalitions that represent the successful collaboration of approximately 36 community organizations. Through the grants, Community-Driven Action Plans will result in new community-based substance abuse prevention programs for island residents.

An island with a diverse population, Guam hosts an array of cultures that each bring different mores, values and languages to the population. In addition, Guam has few laws to deter teenagers from drug use. Tobacco and alcohol advertisements are omnipresent without restriction—near schools and churches, eateries and every local store across the island. To make matters worse, Guam's drinking age is 18, influencing local youth to start drinking as a "rite of passage."

To combat this trend, Youth for Youth LIVE, Guam and PEACE Guam members designed their prevention strategies around their unique cultural differences and targeted their campaigns to the youth they try to affect. They began to counteract the presence of alcohol and tobacco advertisements with prevention messages. Print advertisements were posted at dining facilities popular with island youth. Prevention posters were mass produced and filtered through the community at schools, bars and churches; also, prevention messages were fabricated on theater slides for 14 theaters at a popular mall. To combat language differences, all fact sheets and radio PSAs were translated into different languages that coalition members made sure were culturally relevant.

To get their message across to local youth, coalition leaders used a medium that was the predominant domain of younger generations—the Internet. Using inexpensive and readily available means, coalition members established a page on Myspace.com, a series of informative PSAs on YouTube.com (*http://www.youtube.com/profile_videos?user=YFYGuam*), and a comprehensive Web site (*http://www.peaceguam.org*). A blog (Web log) detailing day-to-day activities and media campaigns was established at their Web site. Members also incorporated instant text messages and e-mail alerts to advise youth and the at-large community of various prevention activities.

Coalition leaders plan to expand their prevention messages and media marketing efforts. PEACE/Youth for Youth LIVE plans to sponsor and maintain a presence at more youth orientated gatherings across the island. They plan to continue using the Internet as an effective, inexpensive and easy to maintain tool for getting their messages to the commuity. Soon, leaders are planning on expanding their prevention efforts into next-generation digital indoor and outdoor advertisements.

Youth for Youth LIVE, Guam and PEACE Guam's efforts have not gone unnoticed. Despite the island's diverse population, a recent survey of Guam's youth reports that more than 80 percent of respondents distinctly recall hearing or seeing an advertisement about the prevention of substance abuse. In addition, recent Youth Risk Behavior Surveys attribute an overall drop in smoking among youth to prevention efforts, education outreach activities and media awareness.

Lessons Learned:

- **Focus your prevention marketing toward your target demographic.** Coalition leaders were faced with a number of cultural and legal differences than the continental United States. With the aid of community input, members were able to mold their efforts to be both culturally relevant in the context of the community, as well as appealing to the island's youth.
- **Use youth-friendly means to appeal to youth.** Guam coalition members avoided the pitfalls of 'adultism' (i.e., knowing what is best for youth), and geared their prevention efforts toward the youth they were trying to inform. To this end, they used advertising that would appeal to youth (having other youth in their PSAs) and would be seen by youth (in malls, schools and across the Internet).
- **Social Marketing is an easy and effective way to get your message across many spectrums.** Coalition leaders simultaneously managed to bridge the gap between cultural differences and appeal to youth by using modern media methods such as the Internet (which is inexpensive, spreads your message widely and appeals to younger generations).
- **Seek the input of your target demographic.** Youth are creative and know how to appeal to other youth. To this end, Guam coalition leaders sought the input of youth (their target demographic) on how to best get their message across, as well as used local youth in their PSAs and prevention advertisements to appeal to other youth.

For more information on PEACE Guam and its outreach programs including Youth for Youth Live, go to *http://www.peaceguam.org/*

CHAPTER 3: MEDIA ADVOCACY: ENHANCING ENVIRONMENTAL STRATEGIES

Media advocacy provides an excellent avenue for coalitions to mobilize their communities and change structures and policies that affect substance use rates. Media advocacy is defined in a number of ways, but essentially is the strategic use of communication vehicles to promote public debate and generate support for changes in community norms and policies. As your coalition moves toward changing the community's landscape and reducing substance abuse rates, the media partnerships initiated throughout your coalition's development will be critical.

To raise awareness and motivate the community you must convince them that a problem exists, that it is on their doorstep and, most importantly, that their actions can correct the situation. Argue for your coalition's work, use information strategically to advocate for your goals and position your coalition's message and efforts to ensure public awareness. Coalition members need to work the media so community residents and other stakeholders hear your voice clearly among all the points of view the media presents on local substance abuse issues.

As with your coalition's overall communications strategy, planning is essential and should incorporate the same elements as your comprehensive plan. Use your communications assessment to understand your various audiences.

> "Media advocacy doesn't try to persuade individuals to make specific behavior changes, but instead seeks to use the media to change the social environment in which individuals make personal behavior decisions. Media advocacy focuses on the social forces that shape behavior —that is, on public and private policy—rather than on personal behavior. The goal is to attain a more sweeping and permanent change in society at large." CDC

Plan a clear, comprehensive approach based on your goals and objectives for activities such as news conferences, town hall meetings and community rallies. Develop a clear, concise message and select one or two spokespersons to deliver that message. They should be the only people to communicate with the press. This way, the media receives your coalition's planned message and not conflicting information.

Divide activities such as developing press kits, writing op ed pieces, conducting television or radio interviews among your communication team members, so that no individual is overburdened.

You cannot have too many friends

As stated in earlier chapters, initiating and maintaining relationships with local media is essential. While those associations cannot guarantee favorable coverage on every issue or initiative, they can ensure that your coalition's point of view will be considered.

Develop a list of local media contacts, including phone numbers and e-mail addresses and track your coalition's interactions with them. Do not limit your contacts at any organization to one person such as the publisher of the local weekly newspaper. Get to know the reporter or reporters who cover your community, local government and special events. Schedule meetings with advertising representatives who can help you plan PSAs or leverage ad purchases, if your budget allows.

Components of a Successful Media Advocacy Campaign

- Clearly definable problem
- Data, other information on the problem
- Policy goals
- Issue amenable to media advocacy
- Comprehensive media advocacy plan
- Community media advocacy participants and "authentic voices"
- Backup newsmaking options developed
- Anticipation of and preparation for future media advocacy opportunities & crises
- Quick response capability
- Trained media advocacy participants
- Flexibility

Source: *http://www.alcoholpolicymd.com/take_action/checklist_1.htm*
Director, Media Advocacy & Public Affairs, Reducing Underage Drinking Through Coalitions, American Medical Association Office of Alcohol and Other Drug Abuse, 515 North State Street, Chicago, IL 60610.

Make your story relevant, consistent and newsworthy

Start with local data—residents will react to the news that your community has the highest methamphetamine use rates in the state—then show how directly that data affects the community. Develop one or two short statements that illustrate that compelling data and use them in every communication activity. For example, provide a link to your Web site, and particularly the data page, on your coalition's stationery. Develop a slogan and possibly a logo for your work around changing the statistics and make sure that your spokesperson includes it in every radio or television interview. Get the local pizza shop to include your message on its boxes or a grocery store to print the logo on its bags. The more often people hear and see that slogan or logo, the greater the chance that they will respond.

Consistency in messaging cannot be stressed enough. Your coalition's spokespeople can ensure that information from your coalition is consistent—that the group always uses the same message. Without that detail, who knows what might make the morning talk show on the local radio station.

Newsworthy may be a different concept depending on where your coalition is located. For example, in a small rural community, your coalition's rally at the county courthouse might be front page news. But in a larger, metropolitan area such as Washington, D.C., where there are daily protests and rallies you would need a special hook to get media coverage. The way that your communications team frames the issues, activities and outcomes influences the coverage your coalition receives.

Remember that local media, whether rural, urban or in between, always search for the stories that will touch their readers' or listeners' emotions. Frame your stories to make people laugh or cry, to be happy or angry or to feel safe and think about a visual that will lead where you want them to go.

Telling your Coalition's Story: Community Report Cards

From its earliest stages, your coalition should collect local data on a range of topics and issues. These data help inform your community's development of logic models and action plans. And changes in these data make up the basis for your coalition's evaluation. Reporting changes to community data and adjustments to your coalition planning and implementation is vital to maintain interest and energize community mobilization.

Some coalitions produce annual "report cards," published reports that highlight changes in the community data over time. For example, the Santa Barara Fighting Back coalition produced *Measuring Up: Facing the Challenge of Substance Abuse* in 2007. The publication includes data reporting and analysis on a variety of issues including reducing youth substance abuse, increasing access to substance abuse treatment, reducing excessive alcohol consumption and taking action. The community indicators report is available online at *http://www.cadasb.org/*.

The Oregon Partnership, Community Action to Reduce Substance Abuse produces the *Portland Profile*, another example of a report card that highlights trends in alcohol and other drug abuse in a three county area in Oregon. The report is available online at *http://www.orpartnership.org/web/CARSA/default.asp.*

Choosing the proper tactic, channel and spokesperson(s)

As outlined in Chapter 2, a wide array of media—traditional, new and non-traditional—exist and are available to your coalition. To start development of a media advocacy strategy, look to your coalition's logic model. Individual interventions require separate media strategies. For example, if you are trying to get youth to participate in a day-long activity at the local skate park, you may want to establish a page on My Space or Facebook. However, if you are trying to influence the decision of city council members, an interview on the local talk radio station or Letters to the Editor or an op ed piece in the local newspaper likely will produce greater results.

Remember, know the coalition's message and relevant local data before releasing anything to or in the media. Reporters work on tight deadlines and need to get accurate information in a timely manner. If a reporter makes contact with you or a coalition member, give the contact your designated spokesperson. You do not have to speak to them right away, but may want to take a message and call them back once you are prepared to speak to them. Remember to ask about story deadlines and call back promptly. If you call back after deadline, you may miss your chance to get your story out.

Preparing materials for the media

Before going to an introductory meeting with local media representatives, develop a media kit[5] that includes the following:

- A concise, one-page fact sheet introducing your coalition—mission, founding date, member/partner organizations, number of volunteers, board of directors, community activities and programs, a short "biography" of the coalition, affiliation with state coalition and CADCA;
- A background sheet outlining the problem your coalition is addressing. Incorporate local data and statistics.
- Story ideas—it is vital to include some story possibilities to generate interest;
- A list of knowledgeable and articulate spokespersons who can supply additional information;
- News clippings—include favorable published stories, these can add both information and credibility.

Update the materials in your media kit to reflect new local data and coalition accomplishments. Incorporate press releases, media advisories fact sheets into the kits when your coalition hosts local events or at community meetings, such as city council or planning committee, where your issue is addressed.

Coalition example: Media Advocacy Helps Passage of Clean Air Ordinance

The Talbot Partnership changed an existing county ordinance that prohibited smoking in all public places but exempted bar areas in restaurants. As a result of the new ordinance, Talbot County has 100 percent clean indoor air in all public buildings.

The coalition partnered with American Heart Association, the Campaign For Tobacco Free Kids, the American Cancer Society, Talbot County Public Schools, the American Lung Association, the Talbot County Health Department, Smoke Free Maryland, local youth groups, BREATHE (an employee protection group), GASP(Group Against Smokers Pollution) and physicians' groups to advocate passage of a stricter ordinance that would prohibit smoking in all public places.

The coalition's media advocacy efforts included educational ads on the radio and in the local newspaper and a campaign to submit letters to the editor. The group did not use television because their community is small and rural near Washington, D.C., and Baltimore, Md., two large expensive television markets. Therefore, the television advertising was unaffordable.

CALIFORNIA FRIDAY NIGHT LIVE PARTNERSHIP—VISALIA, CA

The word "media" often brings to mind local newspapers, television or radio. But technology provides a variety of tools that allow a new creativity for community coalitions. Youth—sometimes called digital natives because they are growing up in an age where computers, cell phones and other devices keep media at their fingertips 24/7—can play a significant role in developing and implementing media strategies. Young people provide a great asset to coalitions and tapping into their skills is an ideal way to get them engaged in coalition activities.

The California Friday Night Live Partnership (CFNLP) based in Visalia, Calif., engages young people in developing positive activities and utilizes media as the vehicle for youth-developed partnerships. CFNLP trains young people as leaders at the state and community levels, and connects them to community projects and adult allies across the state. Friday Night Live empowers young people by supporting creation of messages and use of new media channels to bring about social change.

In 2006, young people and their adult allies created a video tool to address the growing issue of Alcopops, sweetened, often bubbly, fruit-flavored beverages that contain between 4 and 7 percent alcohol by volume, and that resemble soda pop or other soft drinks. Alcopops were improperly classified and taxed as beer, and the alcohol industry's marketing strategy obviously targeted young people as consumers. Alcopops were a growing issue for community coalitions in the state because of their contribution to underage drinking.

A group of young people from El Diamante High School, in Visalia, identified underage drinking as an issue in their school and wanted to take action. These young people, who were enrolled in a video production course, expressed an interest in developing a video focused on Alcopops. CFNLP secured funding from the California Wellness Foundation to produce and distribute the video.

The aim of the video was to educate policy makers, community members and parents about the Alcopops issue in the state. In the video, CFNLP youth presented a definition of Alcopops, and described the prevalence of Alcopop use among young people, especially young girls. They presented current research on underage drinking, as well as the results of a survey created and administered by El Diamante High School youth regarding alcohol use among students. The video also detailed the legislative activity happening in Sacramento to urge the California Board of Equalization (BOE) to properly classify Alcopops as distilled spirits instead of beer. If the BOE accepted, the extra tax dollars could be used to prevent underage drinking throughout the state.

Written, produced and edited by young people, the final product became a critical advocacy tool and resource to anyone who needed it. Young people, their adult partners and coalitions throughout California began using it as a way to gain support and momentum on the Alcopops issue.

The video was used in a variety of ways. CFNLP members showed the video to policy makers in an effort to raise awareness and gain support to increase state taxes on Alcopops. Copies were disseminated during youth-led workshops at conferences and other events and to all CFNLP coordinators throughout the state. The video also became part of a town hall meeting toolkit and was presented at town hall meetings in other states across the country. The video was promoted on the CFNLP Web site and the sites of their partners. It continues as a tool to help partners tell the story in local communities.

To view the youth developed video on Alcopops and to learn more about the California Friday Night Live Partnership, visit: *www.fridaynightlive.org/*.

Lessons Learned:

- ⌘ Youth are the experts! Take advantage of the skills of young people in your community. They can create media to get your coalition message out and engage in media outreach. CFNLP youth had the opportunity to choose an issue that was important to them, and become experts on the subject. They then used their expertise to train and give presentations to adults throughout the state. They sent out media alerts, press releases and visited the board members locally and in Sacramento.
- ⌘ Plan for sustainability. Sustainability should be built in to all coalition initiatives. The CFNLP knew that they wanted to use the video as a tool to be distributed throughout the state, and possibly, the country. Rather than use the funding from the California Wellness Foundation to pay someone to duplicate DVD's to be sent out, they purchased equipment that would allow them to duplicate DVD's and other materials themselves. This equipment provides the opportunity to continue distribution of this resource to additional communities as well as the capacity to create similar products in the future.
- ⌘ Keep the focus and think local. A short and targeted video is the most efficient way to get the message across to your audience. This requires planning, so before you begin, make sure all involved parties come to agreement about the video content. And remember to keep it local! Having a local production with a local voice will be much more valuable to your community than using your funding to create a fancy, outsourced production.

CHAPTER 4: SOCIAL MARKETING FOR COALITIONS

Social marketing, like media advocacy, provides excellent opportunity for coalitions to share their stories and messages with their communities because it involves developing a comprehensive media strategy including a variety of communication vehicles. This gives your coalition's communications committee an opportunity to involve more members, partners and stakeholders.

Stages of Change

The "Stages of Change Model" is a commonly used tool in segmenting a market for social marketing. The model explains the psychological process individuals experience as their behaviour changes. This model tends to divide populations into segments with common knowledge, attitudes, beliefs and behaviors relative to the issue at hand.

- Precontemplation: Not considering/not aware of dangers of teen drug use
- Contemplation: Understand the dangers, may take action in the future
- Decision/Determination: Decides to become an advocate against teen drug use
- Action: Joins community coalition
- Maintenance: Participates actively in community coalition; encourages friends/neighbors to do the same

What social marketing is... and what it is not

So, what do we mean when we refer to "social marketing?" In Marketing Social Change, Alan Andreasen, Ph.D., professor of marketing at the McDonough School of Business of Georgetown University, defines social marketing as "the application of marketing technologies developed in the commercial sector to the solution of social problems where the bottom line is behavior change."

Bill Smith, Executive Vice President at the Washington, D.C.-based Academy for Educational Development, an international human development nonprofit, takes it a step further noting that the purpose is societal benefit rather than for commercial profit. That incorporates the mission of most anti-drug coalitions—making changes to create a safe, healthy and drug-free community.

Social marketing campaigns in the U.S. and worldwide focus on a range of public health and safety issues, such as underage drinking, substance abuse, HIV/AIDS, domestic violence and environmental protection. In the U.S., many federal agencies, such as ONDCP and the Centers for Disease Control and Prevention manage sizable social marketing campaigns. For example, ONDCP oversees the National Youth Anti-Drug Media Campaign, one of the largest social marketing initiatives in history (see page 29 for more information on the Media Campaign).

Large national campaigns cost millions, cover a range of media—new and traditional—and involve many partners. But a social marketing campaign does not have to break your coalition's budget. In fact, by taking advantage of the communication vehicles your existing and potential local partners control, your communications team can implement a multi-media campaign that reaches deep into your community for very little money.

In its *Manager's Guide to Social Marketing*[6], the Turning Point Social Marketing National Excellence Collaborative states "You don't have to be a marketing expert to integrate social marketing into your public health practice, but it helps to understand some basic marketing principles, including:

- Understanding your AUDIENCE, their needs and wants, their barriers, and their motivations;
- Being clear about what you want your audience to DO; changes in knowledge and attitudes are good if, and only if, they lead to ACTION;
- Understanding the concept of EXCHANGE; you must offer your audience something very appealing in return for changing behavior;
- Realizing that COMPETITION always exists; your audience can always choose to do something else;
- Being aware of the "4 Ps of Marketing" (see page 6) and how they apply to your program; and
- Understanding the role that policies, rules and laws can play in efforts to affect social or behavioral change.

As your coalition prepares to embark on design and implementation of a social marketing campaign, remember that social marketing is not…

- Social advertising
- Driven by organization expert's agendas
- Promotion or media outreach only
- About coercing behaviors—through punishment
- Social media marketing (although that can, and should, be a component in a social marketing effort).

Perhaps most importantly, social marketing is not a "one approach" model—a billboard or series of billboards may be part of a social marketing effort, but would not constitute a social marketing campaign. A good social marketing campaign incorporates a variety of media or communication outlets that reach the intended audiences in every aspect of their lives—at home, work, recreation or leisure and worship.

The 4(?) Ps of marketing

In Chapter 1, we addressed the importance of using marketing's 4 Ps (see page 6) to inform the planning and implementation of a comprehensive media strategy, but community coalitions have several additional Ps to consider:

- Partnerships—One of the best ways to disseminate information is through a large network of people. Coalitions have a distinct advantage over other nonprofit organizations or groups since their network is built in. Take advantage of and build on those partnerships. Not only will your coalition increase its access to a variety of communication channels, but the number of residents you reach will multiply.
- Public policy—To create lasting, population-level change, your coalition likely will engage in changing public policy. Whether you work with local merchants to ensure enforcement of a "We Card" program or undertake passage of a "Smoke-Free Workplace" ordinance in your city, addressing public policy is inherent to coalition work. (http://www.cadca.org/policyadvocacy/prevention_works/policy-change-toolbox)

How does a social marketing plan fit with the SPF?

To develop a comprehensive social marketing campaign, incorporate the elements of SAMHSA's Strategic Prevention Framework (SPF) to inform your efforts. Your coalition's community assessment will determine the key problem or issue the coalition will address and can help your communications team decide which audience(s) to target. A communications assessment that includes media data for your area, interviews with residents to find out what media outlets they use most, etc., can help your planning and implementation. A member/partner survey on where residents get their news, which influence can help), capacity (partnerships), planning (tactics, messages, channels), implementation (who's doing what) and evaluation (how you know if what you're doing is working) are key to a successful campaign.

Your coalition's communications committee takes on the responsibility of developing media interventions that support the coalition's overall efforts. As the committee plans its strategy, look at your key objective(s) and consider the following:

- Who is (are) your audience(s)? For example, if your coalition advocates a new city ordinance you need to inform council members and residents of the area that will be impacted (who should be involved in the planning AND implementation), but if you are holding a "Safe Prom" lock-in at the high school gym, you will want to reach students and their parents.
- What do you want them to do? Consider what benefits the audience will receive for doing what you ask. Will the clean up day your coalition is planning for a run-down playground provide a safe place for their young children to play? Will a new ordinance limiting the number of alcohol outlets in a specific radius reduce crime in their neighborhood?
- Which perceived benefits or barriers can you influence to help them take that action? Do you have sign language interpreters at your coalition meetings and rallies to ensure that residents who are hearing impaired can participate? Does reliable, inexpensive public transportation exist to ensure that residents can

attend your coalition's underage drinking town hall? Do you provide babysitting services at meetings so young parents can participate?

- What tactics or activities can you implement to promote those benefits or remove those barriers? Do local business receive public recognition for posting and implementing "We Card" policies? Can printing your coalition's information in another language or using large print make it more accessible to the people you are trying to reach? Have you planned to utilize the parent-teacher group's newsletter to reach parents of middle school youth?

Remember that marketing of any kind involves a two-way exchange. In commercial marketing, if I give you $1, I get a bottle of water. Social marketing campaigns can prove more difficult because the recipient does not usually get a tangible product. As the marketer, my goal is to change your behavior. In exchange, you get better health, cleaner air or water, safer streets or another change that improves your life and the lives of those around you. In social marketing, no matter what type of communication interventions your coalition considers, working through the SPF elements will help create a cohesive and comprehensive plan.

More than messages...getting to behavior change

Most of us recognize the "got milk" advertising campaign—actors, musicians, athletes and cartoon characters sport the familiar white moustache to show us that they "got milk" and encourage us to get it too. As a branding and awareness exercise for dairy products, the campaign is a phenomenal success. However, if that increased awareness about the benefits of drinking milk was supposed to change behavior, the campaign represents a dismal failure.

Since 1993 millions of dollars were spent to get "mustachioed" stars on our televisions and radios, in our newspapers and magazines, on billboards and bus stops. But, according to the U.S. Department of Agriculture's Economic Research Service[7], between 1993 (when the campaign started in California) and 2006, U.S. per capita fluid milk consumption dropped from about 230 pounds per year to 208 pounds per year. Part of this decline can be attributed to competition from other beverages, such as carbonated soft drinks, coffee and bottled water.

So how do you know if your messages will resonate and spur action from your target audience(s)? Think about your call to action. Consider the barriers and benefits. Remember to include members of your target audience in the planning and implementation of any effort.

Factors that Determine Acceptance of a Message

A variety of factors can influence whether your audience responds to the messages that are the keystone of your efforts to build awareness of and interest in quality information. Many of these factors are a function of the message itself:

- Clarity. To avoid the possibility of misunderstanding or inappropriate action, make sure that your message is clear to your audience. Try to limit your use of technical, scientific or bureaucratic terms and get rid of extraneous information.
- Consistency. Confirm that the message you convey is consistent across all the vehicles you use to deliver it. Also, consider how your message meshes with other messages that your audience may be receiving—what is the public hearing from your coalition's opponents, and how do you respond?
- Emphasis. Be sure to highlight the main point of your message. Messages sometimes fail because the main point is hidden within less important information.
- Tone and appeal. A message can be designed to push different buttons by appealing to the intellect or the emotions. Which approach works best depends on who you are trying to reach and what impact you want to have. While information about quality has traditionally been based on an appeal to the reader's desire for knowledge, recent research suggests that a more emotional appeal may be effective.
- Credibility. The credibility of a message is not an independent property of the message itself or its sender. Rather, it is the receiver of the message who determines whether it is credible. Find out whether the at-large community believes and trusts your coalition as the source of the information.
- Public need. To a large extent, the effectiveness of a message is determined by how well it speaks to the perceived needs of the intended audience. Make sure your message reflects not just your beliefs as a sponsor, but the values, preconceptions, and information needs of your audience.

Adapted from: *Making Health Communication Programs Work: A Planner's Guide*. U.S. Department of Health and Human Services, Public Health Service, National Institutes of Health, Office of Cancer Communications, National Cancer Institute, NIH Publication No. 92-1493, April 1992. p. 33.

THE GWINNETT COALITION FOR HEALTH AND HUMAN SERVICES—LAWRENCEVILLE, GA

The Gwinnett Coalition for Health and Human Services (GCHHS), serving Gwinnett County outside of Atlanta, Ga., employs public/private partnerships to minimize resource gaps and improve collaboration to support community health and wellness. The group makes clear, effective communication with their constituents a priority and allocates substantial resources toward that goal. A designated committee develops and implements a comprehensive communication plan that supports the group's mission, builds and nurtures media relationships and uses media to increase awareness about local conditions and mobilize the community.

The committee includes members from a variety of backgrounds extending beyond traditional media, such as corporate spokespersons, public information officers, experts in community and public relations, marketing and others. This broad reach affords the coalition a powerhouse of media, as each person brings important and unique skills to the table.

The committee conducts regular assessment and adjusts its strategies to meet changing community needs. For example, a recent population shift led the coalition to reach out to additional ethnic media outlets. By bringing on key partners representing Latino and Korean communities, they developed new media ties and ensured cultural sensitivity in their messaging.

Through this strategic collaboration, GCHHS works on several campaigns to increase awareness of the damage that alcohol has on the developing teenage brain. The campaigns address different issues, but each aims to change community perceptions around the issues and build the public will to act.

Through its Communications Committee, GCHHS enlists support from local media including the *Gwinnett Daily Post*, the *Atlanta Journal Constitution,* other small newspapers and online publications. Committee members write press releases and other materials for multiple media outlets such as the newspaper, television, radio, local magazines and ethnic media.

The coalition partnered with Gwinnett United In Drug Education Inc. (GUIDE), a local 25-year substance abuse prevention agency, to develop an original media campaign called "Save Brains" that features a Web site (*savebrains.org*) and video Public Service Announcement. GUIDE identifed a local ad agency to provide pro bono services, collected research on the topic and involved youth in the process. GUIDE continues to assist the coalition in promoting the *savebrains.org* campaign using t-shirts and stress balls in the shape of a brain and through community presentations.

GCHHS' Executive Director receives considerable positive feedback about the campaigns. As the coalition revises its strategic plans, their work with local media continues to play a key role in coalition initiatives. Because most of the media services received by the coalition are in-kind donations, resources are utilized efficiently and effectively. By constantly nurturing existing relationships and always keeping an eye out for new ones, the coalition ensures sustainability in their media efforts.

Lessons Learned:

- ⌘ Bring experts in media relations on board and get them ACTIVELY involved. Having key experts at the table to help decide on and implement strategies is necessary if you are going to have a solid communication plan. Remember, key experts mean those who will take an active role.
- ⌘ Structure is key but keep a degree of flexibility to your plan. The GCHHS has a strong strategic plan that incorporates their communication initiatives. Remember that despite developing a comprehensive communication plan, activities are likely to change. Media strategies need to reflect the current state of the community.
- ⌘ Collaborate, collaborate! Know the strengths you bring to the table. True coalition work embraces collaboration—knowing who has resources that you do not have and who can use the resources you do. For example, for the Save Brains campaign, GUIDE helped bring youth involvement to the campaign, did the legwork of collecting research for the Web site and sought out an ad agency to do pro bono work. The coalition also brought a key component to the table. The publisher of the local newspaper serves on the coalition's board and following a presentation to the board detailing ideas about a 12-page newspaper insert, the publisher enthusiastically committed to support the effort.
- ⌘ Be strategic about your media message. Know your message so you know how to get it out. Who is your target audience? What media will reach them the best and what additional materials are needed? What other communication vehicles can you use? Even if you live in a small community with no traditional media outlets, you can use the same approach—print materials and strategically place them in doctors' waiting rooms, schools, faith-based communities or other local agencies and businesses.

For more information, visit the Gwinnett Coalition for Health and Human Services Web site at: *http://www.gwinnettcoalition.org/*.

CONCLUSION

As you have seen, working with the media involves more than writing and distributing a press release or embarking on a billboard campaign. Conducting comprehensive, effective marketing and communication for your coalition involves significant work and a process similar to the one your coalition uses for its many initiatives and activities.

Start with a thorough assessment of your community—its communication vehicles, the audiences you may want to reach and an understanding of the barriers and benefits to local residents adopting new behaviors. Build strong partnerships with local media representatives and an active communication committee to plan and implement media activities that support and enhance your coalition's overall efforts. Be sure to incorporate evaluation into the various stages of your communication plan so that your group knows whether messages are reaching target audiences, encouraging community mobilization and helping to create positive population-level change.

Maintain consistent messages from workers refraining from smoking in public buildings to parents refusing to host parties where underage drinking is allowed to pharmacies and other retailers storing cough medicines and antihistamines behind counters.

Most of all, remember that "media" is not limited to traditional mass media such as newspapers, radio or television. Investigate the outlets that exist in your community, explore social media options and do not underestimate the most important communication—word of mouth. As your coalition grows and takes on policy and systems changes in your community, use a variety of vehicles to make sure your messages are received by the greatest number of residents and other stakeholders possible. This will be instrumental in helping your coalition mobilize the community and achieve population-level change.

Media Literacy—helping young people and coalition members become more media savvy.

Media literacy training, through school- or coalition-based courses, can help youth—and adults—better understand the hundreds of media messages to which they are exposed daily.

According to the definition established by the National Leadership Conference on Media Literacy, "media literacy is the ability to access, analyze, evaluate and produce communication in a variety of forms." In essence, a media literate person can think critically about what they see, hear and read in books, newspapers, magazines, television, radio, movies, music, advertising, video games, the Internet and new emerging technology.

Because research shows media literacy is an effective prevention tool, a number of coalitions are spearheading the adoption of media literacy training for young people in school based and community settings. Media literacy is endorsed by the ONDCP National Youth Anti-Drug Media Campaign: "Because the Campaign's entire strategy acknowledges the power and influence of the media on America's youth, it is important and appropriate for the initiative to help young people develop their critical thinking skills by further investing in media literacy." (Helping Youth Navigate the Media Age: A New Approach to Drug Prevention. Findings of the National Youth Anti-Drug Media Campaign Media Literacy Summit, White House Conference Center , June 01, 2001. Retrieved from the Internet at *http://www.mediacampaign.org/publications/index.html*.

For example, in 2007, the State of North Carolina launched a program to provide media literacy education for all middle school students in the state. The program, called "Media Ready" features 10 lessons designed to be delivered in school to include alcohol ads and other media that promote underage drinking. Through ten lessons of interactive activities, hands-on practice, and group work, students discover the media world around them and develop skills to better understand the messages that are being sent to them. It is intended that they then apply these skills in everyday life to be able to stop, think, and question before accepting media messages. For more information, go to *http://www.ncpud.org/mediaReady/*.

ONDCP National Youth Anti-Drug Media Campaign

The White House Office of National Drug Control Policy's National Youth Anti-Drug Media Campaign is the federal government's largest social marketing effort, which aims to prevent and reduce youth drug use by increasing awareness of the consequences of drugs, changing youth attitudes and intentions to use drugs, and motivating adults to employ effective anti-drug strategies. The Campaign, which may be better known as Above the Influence (for youth) and Parents: The Anti-Drug (for parents), is a strategically integrated communications effort that combines paid advertising with public communications outreach to deliver anti-drug messages and skills to America's youth, their parents and other influential adults.

Prevention efforts are most successful when anti-drug messages learned at home are reinforced in school, the news and entertainment media, workplaces and other community-based organizations. The Campaign's contribution to the national prevention effort is to establish and reinforce pervasive anti-drug values. To support the important role coalitions play in local communities around the country, the Campaign invites coalitions to utilize the many free prevention resources we have developed to extend anti-drug messaging into your community. Resources are available that address marijuana, prescription drug abuse, underaged drinking and meth for both teens and parents as well as multicultural materials for African Americans, Hispanic, American Indian/Alaska Natives and Asian Americans.

Get to Know the Campaign & Use the Tools. Visit the Campaign's family of Web sites for teens (*AbovetheInfluence.com*) and parents *(TheAntiDrug.com and LaAntiDroga.com*) for unique tools that can assist your organization in delivering the Campaign messages locally. The Campaign materials were developed to help parents, educators, and community groups recognize the signs and symptoms of youth substance abuse and other risky behaviors.

The Campaign materials are engaging, and are easy to adapt and use. They include:

- Science-based information disseminated through packaged resources;
- Professionally-designed Web features, fact sheets, quizzes, and much more;
- Customizable resources that you can add your logo or local messages to, including our Open Letter advertisements on parenting, prescription drugs, and risky behaviors;
- Television and radio advertisements targeting youth, parents, and multicultural audiences;

Distribute Free Materials & Show the Ads. The Campaign has developed a new online resource center (*www.TheAntiDrug.com/Resources*) to make it easier for coalitions to see what materials are available for easy download or to place an order for bulk materials at no cost. Coalitions can also incorporate Media Campaign drug information, quizzes or downloadable materials on your organization's Web site. Copies of our television ads are available (not for broadcast use) by calling 800-788-2800.

Create Awareness. Some local anti-drug coalitions have come up with creative ways to incorporate the Media Campaign's messaging. For instance, your organization could customize an Open Letter with local signatories and logos, and partner with a local newspaper for donated ad space. Another idea is to send the customized Open Letter home with end-of-year report cards, parent newsletters, or feature the information within an online e-newsletter.

Stay Current with the Campaign. Receive regular updates from the Media Campaign that will keep you updated about new initiatives and announcements. The Anti-Drug Update (sign up at *http://www.theantidrug.com/resources/form.aspx*) is your source for the latest news, teaching materials, and partnership opportunities. The Parenting Tips e-newsletter (sign up at *http://www.theantidrug.com/newsletter.asp*) provides monthly parenting tips and strategies to help keep teens healthy and drug-free.

ENDNOTES

1. Pew Internet and American Life Project online at *http://www.pewinternet.org/*.
2. Web 2.0 is a term describing the trend in the use of World Wide Web technology and Web design that aims to enhance creativity, information sharing and, most notably, collaboration among users. These concepts have led to the development and evolution of Web-based communities and hosted services, such as social-networking sites, wikis, blogs, and folksonomies (also known as collaborative tagging, social classification, social indexing, and social tagging). The term became notable after the first O'Reilly Media Web 2.0 conference in 2004. Although the term suggests a new version of the World Wide Web, it does not refer to an update to any technical specifications, but to changes in the ways software developers and end-users use the Web. (Definition retrieved from Wikipedia online at *http://en.wikipedia.org/wiki/Web_2.0.*)
3 *Internet News Audience Highly Critical of News Organizations: Views of Press Values and Performance: 1985-2007*, Pew Research Center for People & the Press, August 9, 2007. Retrieved from the Internet at *http://people-press.org/report/348/internet-news-audience-highly-critical-of-news-organizations*.
4. *Radio Today: How America Listens to Radio, 2008 Edition*. Arbitron Inc. Retrieved from the Internet at *http://www.arbitron.com/downloads/radiotoday08.pdf*.
5. *CADCA Strategizer 42: Building Public Support through Media Relations* available online at *www.cadca.org*.
6. *The Manager's Guide to Social Marketing*, Turning Point Social Marketing National Excellence Collaborative, University of Washington, School of Public Health and Community Medicine, Seattle, Wash. Retrieved from the Internet, September 2008, at *http://www.turningpointprogram.org/Pages/pdfs/social_market/smc_managers_online.pdf*
7. ERS/USDA, Livestock, Dairy and Poultry Outlook. U.S. Department of Agriculture. Retrieved from the Internet at *http://www.ers.usda.gov/*, September 2008.

GLOSSARY

4 Ps of Marketing: Product, price, place and promotion are commonly referred to as the 4 Ps of marketing or the marketing mix. They can be used to help determine strategy around a target market or population. In a coalition context, they can help inform planning and implementation of initiatives.

Advertising: A form of communication that typically attempts to persuade potential customers to purchase or consume a particular brand of product or service.

Alcohol Purchase Survey: The use of individuals over the age of 21 to test whether or not an alcohol retailer consistently checks for proper identification prior to the sale of alcohol.

Blog (short for Web log): A Web site, usually maintained by an individual [1], with regular entries of commentary, descriptions of events, or other material such as graphics or video. Entries are commonly displayed in reverse-chronological order.

Clean Air Laws: Laws prohibiting smoking indoors (i.e., public buildings, restaurants, airplanes, etc.) or within a short distance of public entrances.

Community Assessment: A process of gathering, analyzing and reporting information, usually data, about your community. A community assessment should include geographic and demographic information, as well as a collective review of needs and resources within a community that indicates what the current problems or issues are that could be addressed by a coalition.

Compliance Checks: An enforcement operation where an undercover, underage buyer works with law enforcement to test the compliance of a tobacco or alcohol retailer with local and state laws.

Counteradvertising: In its broadest sense, it refers to the dissemination of prevention messages through the media. These messages run counter to pro-alcohol or tobacco advertisements. Counteradvertising can occur via the same media as pro-alcohol or advertising—namely, in print publications (magazines, newspapers, etc.), in outdoor media (billboards, transit ads), in broadcast media (television and radio), over the Internet, by direct mail, and through promotional techniques, such as sponsorship of sporting and entertainment events.

Environmental Strategies: Environmental strategies are prevention efforts aimed at changing or influencing community conditions, standards, institutions, structures, systems and policies.

Internet: A massive network of networks that links millions of computers together globally, allowing any connected computer to connected communicate with any other computer. (Adapted from *www.webopedia.com.*)

Media: The storage and transmission tools used to store and deliver information or data. It is often referred to as synonymous with mass media or news media, but may refer to a single medium used to communicate any data for any purpose.

Media Advocacy: The strategic use of any form of media to help advance goals.

Media Literacy: The process of teaching individuals to analyze media messages to learn how they are designed to influence choices/behaviors.

Merchant Education: A program geared toward educating tobacco and/or alcohol retailers on the current laws and appropriate, legal sales of tobacco and/or alcohol products to the public.

Op ed: from opposite-editorial, is a newspaper article that expresses opinions of a named writer who is usually unaffiliated with the newspaper's editorial board.

Podcast: A podcast is a series of audio or video digital-media files which is distributed over the Internet by syndicated download, through Web feeds, to portable media players and personal computers. Though the same content may also be made available by direct download or streaming, a podcast is distinguished from other digital-media formats by its ability to be syndicated, subscribed to, and downloaded automatically when new content is added.

Public Service Announcements or Advertising (PSA): Advertisement carried without charge by mass media to publicize a message aimed at persuading an audience to take a specific action or adopt a particular viewpoint on a cause or social issue.

Qualitative or anecdotal data: Qualitative data can help tell the stories behind the local conditions that contribute to alcohol and other drug problems. Focus groups (with youth, faith community, coaches, teachers, parents, etc.) or key informant/stakeholder interviews (with the mayor, police chief, merchants, neighborhood association members, etc.) can relate how residents are affected by the noise, crime and other activities connected to a bar in their neighborhood and/or usual settings of underage drinking parties.

Quantitative data: Data that are measurable or quantifiable, such as the number of meth labs discovered in a community—can often be retrieved through state or local databases, partner agencies and others.

RSS: A family of Web feed formats used to publish frequently updated works such as blog entries, news headlines, audio and video in a standardized format.

Shoulder Tap: An enforcement operation where an undercover, underage youth, under the surveillance of law enforcement officers, approaches individuals near an alcohol retail outlet, stating his/her real age and asks if the individual will purchase alcohol and provide it to him/her.

Social Host Law: Prohibits the provision of alcohol to individuals under the legal purchase age. In some states or communities, it can also mean that individuals who provide alcohol can be held liable if the person who was provided alcohol is killed or injured, or kills or injures another person.

Social Marketing: Social marketing is the application of marketing strategies developed in the commercial sector to solve social problems and help bring about behavior change.

Stages of Change: A commonly used tool in segmenting a market for social marketing. The model explains the psychological process individuals experience as their behaviour changes. This model tends to divide populations into segments with common knowledge, attitudes, beliefs and behaviors relative to the issue at hand.

SWOT Analysis: An analysis of strengths, weaknesses/barriers, opportunities and threats/ challenges generally conducted as a part of a community assessment—mapping out internal and external positives and negatives and developing an awareness of where the coalition stands.

Systems Change: The process of improving the capacity and service delivery of systems to improve access, and/or quality for people in a community

Target Audience: The primary group of people at which a media message is aimed. Target audience may categorize people by one or more characteristics, i.e., age, ethnicity, gender, marital status, etc. For example, a coalition's aim may be to reach teenagers in their community.

Teen Party Ordinance: The ordinance levies fines against property owners to cover the law enforcement costs when police respond to a disturbance caused by a party involving youth.

URL: Abbreviation of Uniform Resource Locator, the global address of documents and other resources on the World Wide Web.

Vlog (video Web log): Video blogging, sometimes shortened to vlogging is a form of journaling for which the medium is video. Entries are made regularly and often combine embedded video or a video link with supporting text, images and other metadata. Video logs (vlogs) also often take advantage of Web syndication to allow for the distribution of video over the Internet using either the RSS or Atom syndication formats, for automatic aggregation and playback on mobile devices and personal computers Web 2.0

Web 2.0: Web 2.0 is a term describing the trend in the use of World Wide Web technology and Web design that aims to enhance creativity, information sharing and, most notably, collaboration among users. These concepts have led to the development and evolution of Web-based communities and hosted services, such as social-networking sites, wikis, blogs, and folksonomies (also known as collaborative tagging, social classification, social indexing, and social tagging). (Adapted from Wikipedia)

World Wide Web: The World Wide Web, or simply Web, is a way of accessing information over the medium of the Internet. It is an information-sharing model that is built on top of the Internet. (Adapted from *www.webopedia.com.)*

MARKETING/COMMUNICATION/MEDIA RESOURCES

The following list of resources serves as a guide for those looking to expand their knowledge on the topic. Please note that there is a wealth of information on each topic covered in this publication and that this list is not exhaustive. We hope it is helpful to you as you continue your research.

CADCA RESOURCES

CADCA National Coalition Institute *Primer Series* *http://www.cadca.org/resources/series/Primers*.

- A collection of publications that provide guidelines for coalitions navigating the Strategic Prevention Framework.

The Coalition Impact: Environmental Prevention Strategies, *http://www.cadca.org/resources/detail/coalition-impact-environmental-prevention-strategies*.

CADCA's Policy Change Toolbox *http://www.cadca.org/policyadvocacy/prevention_works/policy-change-toolbox*

- CADCA's Policy Change Toolbox was developed as a public policy tool to provide coalitions with a catalog of environmental policy changes implemented at the local level by community anti-drug coalitions from all over the U.S.

CADCA's *Strategizer* publication series. Online at *www.cadca.org*.

ONLINE PUBLICATIONS AND OTHER RESOURCES

APHA Media Advocacy Manual. Available online at *www.apha.org/about/news/mediaadvocacy.htm*.

Center on Alcohol Marketing and Youth, Georgetown University, Washington, D.C. Information available at *www.camy.org.*

CDCynergy: Social Marketing Edition. Information available at *www.turningpointprogram.org* or *www.cdc.gov/healthmarketing/cdcynergy*.

Community Tool Box. Online at *ctb.ku.edu*

- The Tool Box is a service of the Work Group for Community Health and Developmentat the University of Kansas.

Grantmakers in Health (November 2004) *Selling Healthy Lifestyles: Using Social Marketing to Promote Change and Prevent Disease*. Available online at *www.gih.org*.

Join Together a project of the Boston University School of Public Health. Online at *http://www.jointogether.org/*.

Kaiser Family Foundation. Online at www.kkf.org.

Marin Institute for the Prevention of Alcohol and Other Drug Programs. Online at *http://www.marininstitute.org*

- The Marin Institute provides up-to-date information regarding the promotion of alcohol products by the alcohol industry. It supports communities who aim to reduce youth exposure to the variety of alcohol marketing strategies.
- Media Advocacy Action Pack: *http://www.marininstitute.org/action_packs/media_advocacy.htm*.

Pew Internet and American Life Project, an initiative of the Pew Research Center in Washington, DC. Information and study reports available online at *http://www.pewinternet.org/index.asp*.

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Monograph 19: The Role of the Media in Promoting and Reducing Tobacco Use. National Cancer Institute. Available online at *http://cancercontrol.cancer.gov/tcrb/monographs/19/index.html*

Turning Point Initiative Social Marketing resources: *The Basics of Social Marketing*; *The Manager'sGuide to Social Marketing; Social Marketing: A Resource Guide*. Available online at *www.turningpointprogram.org*.

W.K. Kellogg Foundation. *Logic Model Development Guide*. Available online at *www.wkkf.org*.

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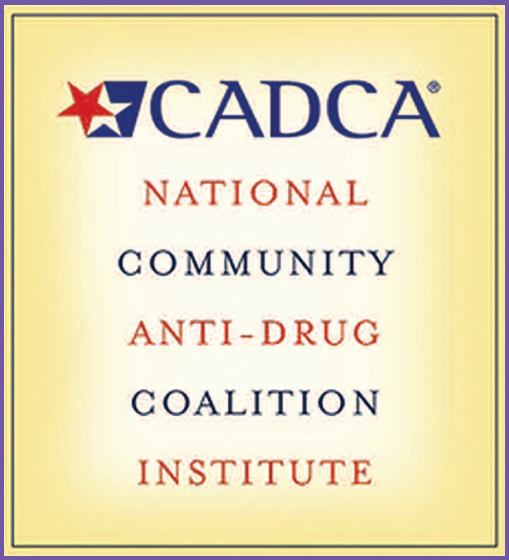

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