Community Saturation Toolkit

Resources for Youth-Serving Program Providers

FYSB Family & Youth Services Bureau

Contents

Introduction

About this Toolkit

The toolkit is a how-to guide that provides youth-serving program providers with practical information, guidance, and recommendations on how to implement a community saturation approach aimed at promoting behavior change through a coordinated messaging approach. As a companion resource to the Community Saturation Sourcebook, the toolkit provides a collection of strategies and tools to help engage various community stakeholders, groups, and organizations to effectively distribute sexual risk avoidance messaging across your community. Community saturation includes the widespread distribution of key health messages through a coordinated effort using a community's information environment. That specific environment will include interpersonal, organizational, and digital communication outlets. Specific strategies and tactics to undertake a community saturation effort are described in detail throughout this toolkit. Please note that this toolkit does not cover message development, and it is recommended that key messages are fully developed before beginning a community saturation effort.

Overview

As an individual, organization, or group interested in promoting optimal health outcomes for youth, you and your partners play a critical role in creating, delivering, amplifying and/or measuring sexual risk avoidance (SRA) messaging throughout your community to increase the impact of the messages. While research is mixed with respect to exactly how much message exposure is necessary for impacting behavior, evidence is clear that high exposure to similar and supportive messages can lead to a positive impact on behavior (Cannon et. al, 2002; Schmidt & Eisen, 2015; and Southwell, 2005). Therefore, combining a community messaging component with your work to deliver in-person SRA programming to address optimal health outcomes can support positive behavior change. This toolkit presents a systematic approach to help you with community saturation—an approach that facilitates coordinated and far-reaching distribution of key health messages throughout a community's information environment.

A community saturation approach emphasizes the importance of sustaining messaging over time and engaging multiple stakeholders and distribution channels to disseminate coordinated messages. By engaging different target audiences through multiple channels simultaneously, this approach combines elements of traditional advertising with the foundations of community, family, and stakeholder engagement. Strategies used in a saturation effort will be broad and ever-increasing, because authentic community saturation means that youth hear the same health messages reinforced consistently throughout the community

Exposure matters. Multiple exposures to behavior change messages can have a positive impact on behavior change.

in multiple venues and by diverse voices. These strategies can include paid broadcast messages, comments from community leaders, educational messages from youth-serving program providers, reinforcement within the clinical setting, supportive messages from peers and family and an overall consistency of message and normative expectation within the community. To this end, an individual, organization, or group of organizations leading the effort to coordinate and disseminate SRA messages through different channels across the community can identify multiple stakeholders to engage in the effort and work with them to identify specific roles and tailored messages. Engaged stakeholders and community members are encouraged to promote and amplify key health messages over a sustained period, which allows for further extension of the messages, inclusion of additional partners and participants, and ongoing message refinement.

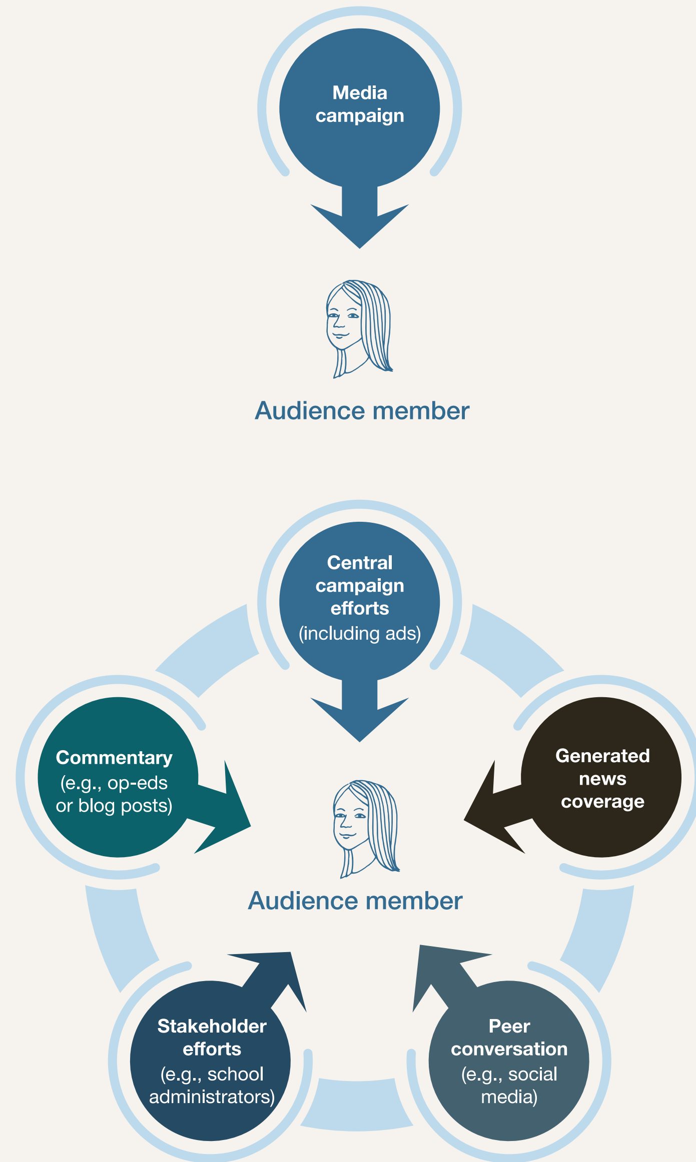
Figure 1 **Community Saturation Approach Compared with a Conventional Advertising Campaign**

Conventional Advertising Campaign

Audience defined demographically, but not necessarily geographically

Example Community Saturation Model

Audience defined by geographic community as well as demographics



Who Should Use This Toolkit?

This toolkit should be used by any individual, group, or organization with an interest in, or commitment to, promoting optimal health outcomes for youth and improving the overall health and well-being of youth in their community. As described above, community saturation includes a coordinated and far-reaching approach that amplifies and extends the messaging using multiple channels throughout the community to improve results.

The toolkit is designed to be applicable across positions and job responsibilities and provides concrete strategies for collaboration and coordinating approaches. As an example, while one person at an organization may be responsible for media outreach and another for programming, this toolkit is applicable to both positions. Furthermore, the toolkit highlights strategies for coordination between these two types of roles.

We recommend that you approach the work from a team perspective, if possible. Working in a team, both internally at your organization and externally across your community, will allow you to learn from each other and strengthen the work. For example, a program facilitator may offer important feedback on messages that resonate with youth and/or key influencers for youth in the community; organizational leadership may be well connected with key stakeholders in the community; and communication staff may have a good relationship with the local news media. The strengths of all team members can be drawn upon when developing a community saturation plan and executing that plan over time. Engaging others externally will be critical for expanding the work beyond your organization. In Step 2, we provide more information about working with an external team as well.

What Is This Toolkit About?

This community saturation toolkit is a "how-to guide" that offers a collection of strategies and tools to help you develop a coordinated, widespread, communication campaign to blanket your community with targeted health messages. The information shared throughout this resource will help you plan, implement, and assess your community saturation activities so that youth will be exposed to supportive messages from multiple sources in your community and will be more likely to achieve optimal sexual health outcomes.

What is covered?

- What is community saturation;
- How to use community saturation to amplify SRA messaging;
- How to identify and apply best practices to expand the reach of SRA messaging, which includes coordinating simultaneous messages across your community; and
- How to develop, refine, disseminate, measure, and evaluate your SRA messaging activities.

When Should I Use This Toolkit?

Youth-serving program providers should use this toolkit when they want to expand in-person programming beyond the walls of their organizations and classrooms. This expansion may include sharing messaging throughout the community, expanding partnerships, or refining and targeting messaging.

This toolkit should be used when you want to accomplish the following through community saturation:

1. **Expand SRA message reach.** Messages reach more members of a community because of the coordinated communication efforts and the sustained period of the messaging. This toolkit provides details on how to expand messaging beyond in-person, classroom-based opportunities.
2. **Identify and expand partners.** Increased visibility of messaging allows opportunity for joint strategies and partnerships. The tools and strategies included in this toolkit will cover how to approach specific partners or community groups.
3. **Target and/or refine SRA messaging.** Messaging is continuously refined based on the feedback from stakeholders, youth, and the overall community. This toolkit offers evaluation and assessment strategies to help organizations further refine their messaging.

Why Should I Use the Toolkit?

You should use this toolkit to expand or reinforce the messages that youth receive from your program and increase the likelihood that they will have optimal health outcomes. More specifically, the toolkit will help you identify strategies to reach key stakeholders who can help promote optimal health messages in your community, to include SRA messaging.

The toolkit is a valuable resource that offers the following:

- Step-by-step processes to implement sustained and coordinated messaging across your community;
- Plans to help ensure that youth in your program are exposed to your program messages in different and varied contexts, which may reinforce the messaging;
- Suggested activities (e.g., low, medium, and high effort) to jumpstart message sharing throughout your community; and
- Proven strategies that may increase the likelihood of positive behavior change.

The toolkit will help you identify strategies to reach key stakeholders who can help promote optimal health messages in your community.

Who Should Be Included in the Community Saturation Efforts?

A community-wide saturation effort should consider a broad range of stakeholders to help promote good health and well-being for youth within the community.

The following are examples of potential stakeholders:

- Youth-serving program providers
- Community leaders
- Policymakers
- Faith-based organizations
- Schools or school health officials
- Community-based organizations or community partners
- Health care professionals
- Media channels and outlets
- Parents or caregivers
- Anyone who develops public health communication materials for youth and/or youth-serving organizations

How Do I Use the Toolkit?

The toolkit features a four-step roadmap to help you plan, develop, and implement targeted community saturation activities. Each step includes best practices and recommendations to help you achieve community saturation.

Step 1 ▶ Identify your target audience.

Step 2 ▶ Define your objectives for community saturation.

Step 3 ▶ Engage your community to amplify messages.

Step 4 ▶ Evaluate your community saturation activities and use your results.

Step 1

Identify Your Target Audience

Knowing your community and your audience is crucial. The more you know and understand about your community and audience, the easier it will be to develop meaningful activities that meet a need and/or help build or expand common ground. There are several strategies that you can use to learn more about your community and audience. An audience profile is a helpful tool for pulling these strategies together and considering what may be most relevant to various audiences. Below, we describe steps for both learning more about your audience and creating an audience profile. In Step 2, we provide additional strategies for how to synthesize the information about your community more broadly.

Create an Audience Profile

Audience profiles can be helpful for understanding the complexities of your target audiences and the multiple facets of their lives. Creating an audience profile will allow you to gain new insights about your audience, identify gaps in your knowledge and understanding, and potentially identify new outreach methods. In this section, you will learn how to create an audience profile. Audience profiles use fictitious characters to represent different audience segments and help you define more clearly characteristics and behavior patterns of your target audience.

However, audience profiles are only as good as the information you have about your audience. Before you create your audience profiles, you should take some time to learn about the different audience groups in your community and consider how to segment them. Below we describe these two processes in more detail.

How can I learn about potential target audience groups in my community?

There are several ways to learn about different individuals, groups, and organizations in your community. If you have the time and resources, you can conduct formative or primary research, meaning you collect your information directly from your community. Alternatively, you can gather your information from secondary sources like existing research, data, and other credible information sources. No matter which approach you take, remember that the goal is to understand your audience's characteristics, wants, and needs fully. Read on to learn more!

Formative/Primary Research

You should consider formative research if information about your audience(s) does not already exist. For example, you can conduct natural observations and focus groups to learn about potential audience groups. You can also learn about your audience through other data collection methods. While not exhaustive, the following activities can help you gain key insights about your audience.

Key informant interviews. Key informant interviews or in-depth interviews are convened with individuals who have deep understanding about an issue or community. Unlike focus groups, where confidentiality is stressed but cannot be guaranteed, individual in-depth interviews provide participants increased privacy to discuss sensitive subject matters. In this instance, you might want to have a series of interviews with individuals within your organization, network, and/or community to determine where you can make the biggest impact and discover potential partners. For example, if you want to learn how you can potentially support or partner with local school officials, consider having key informant interviews with school principals, teachers, and/or school administrators. Always remember that you can tailor and refine your interviews (and invitees) to get the type and level of detail of information that you want or need.

Focus groups. A focus group is a small group discussion to help you learn more about a specific topic or issue. Focus groups can also help you gather information on opinions and needs of a group or community and are led by a moderator or facilitator. As the name suggests, a moderator works to keep the discussion on track. The moderator typically has a specific set of questions or a moderator's/interview guide to make sure important aspects of the topic are discussed. Remember that although a focus group offers deeper insight, it is not necessarily representative of your community nor of the specific age or group.

Tips to Effectively Moderate a Focus Group

(Cristofaro, 2017)

- Ask open-ended questions to encourage discussion.
- Set/manage expectations from the beginning.
- Create a safe environment, including encouraging participants not to share what they have heard outside the group.
- Emphasize there are no wrong or right responses.
- Use probing questions (use why, what or how to gather more in-depth information).
  - *Why do you feel this way?*
  - *What specifically caused you to think that?*
- Record the session if possible, and after obtaining permission from the group. If recording is not possible, ensure there are separate individuals for facilitating and taking notes.

Social listening. In some instances, you may find that you are unable to speak with members of your community directly. If that happens, consider "listening" to online conversations by reading posts on social media platforms like Facebook and Twitter or other credible online forums or communities. Social listening can help you discover important information to understand your audiences' concerns, values, and behavior.

Listening opportunities are everywhere. Community events offer a great opportunity for social listening. Other activities like reading your community newspaper and walking through your community can provide great insights about needs in your community.

Some commercial tools also exist to assist with this effort; such tools often gather information available publicly via social media platforms and present aggregate information in a dashboard. If resources permit, you may consider purchasing a social media/monitoring service through a third-party company. These companies offer a variety of services and tools to help you easily listen to and analyze online conversations. Remember, though, that what you "hear" is not necessarily representative of your community nor of the specific age or group to which you are "listening."

Surveys. There are several different types of surveys to consider, each having advantages and disadvantages.

These include the following:

- **Postal survey**, which is mailing a survey to potential respondents. This type of survey is relatively inexpensive and does not require interviewer training. However, it should only be used for very short and direct surveys. It is also the case that response rates for mail-based surveys can vary considerably and may be less than 10%, particularly if people invited to the survey have not heard about your organization or are not familiar with or interested in the topic (Mercer et al., 2015). Inviting respondents familiar with your organization and offering monetary response can improve response. Data collection also takes time and a certain level of literacy is required.
- **Telephone survey**, which is phoning potential respondents. This type of survey minimizes missing responses and allows for more complex questions. It is also generally quick to conduct a telephone survey and relatively low cost. However, the questionnaire should be short, and there may be social desirability in the responses. It is also the case that training will be needed to support high-quality interviewers.
- **Face-to-face survey**, which is an interview asking questions in person. This type of survey minimizes missing data and allows flexibility in the types of questions asked as well as reducing literacy barriers. However, it is very resource intensive and time consuming. It also requires

Health of High School Students: Youth Risk Behavior Survey Results

Although progress has been made, there are still too many students reporting **risky sexual behaviors**, **high-risk substance use**, **violence victimization**, and **poor mental health**, including **suicide risk**.

Sexual Behaviors

Progress

	1991	2017
Fewer students **having sex**.	54%	40%
Fewer students have had **four or more sex partners**.	19%	10%
More students who have sex are **using condoms**.	46%	54%

Source: CDC, YRBS Data Summary & Trends Report: 1991-2017

extensive interviewer training and may result in socially desirable responses.

- **Online survey**, which is participation in a survey online. This type of survey is usually quick and can be relatively inexpensive. However, there may be high set up costs, and there is no ability to determine information about non-respondents. Depending on how the sampling for the survey is set up, you might have limited information about the population who is surveyed which may limit the reliability of the results and impact interpretation of them. It also requires Internet access.

All of these surveys can be implemented by a community group without significant cost. They can all offer valuable information but are not necessarily representative of your community nor of the specific age or group.

Secondary or Existing Research

As mentioned above, secondary research uses existing research, data, or information to help you to better understand your audience. If you have a limited budget or resources, secondary research is a cost-effective way to learn about your audience. Unlike primary research where you collect data and information for yourself, secondary research makes use of information that was previously collected by another individual, institution, or organization (Bhat, n.d.).

You will likely find that there are several secondary resources available to you. By conducting an Internet search, you can easily access health outcomes and statistics from government and non-government agencies. Examples of those resources include the Youth Risk Behavior Surveillance System (YRBSS), State and Local Area Integrated Telephone Survey (SLAITS), National Survey on Drug Use and Health (NSDUH), and the National Survey of Family Growth (NSFG). You can also access data/information about your audience through literature reviews, your local newspaper, television, and radio stations, and the library. Examples of other local resources to consider include school board meeting notes, city and county council minutes or meeting recordings, and any other annual reports prepared for your community.

How can segmentation help define my audience(s)?

Audience segmentation is an important part of defining your audience. If done correctly, it will help you use the information that you have gathered during your primary and secondary research activities to accomplish the following.

- Divide your audience into segments of common needs, priorities, and interests;
- Identify and address potential opportunities and challenges; and
- Tailor resources and activities to align audience interests and inform your overall communication strategy.

Are you thinking, “This sounds nice, but where do I begin?” Look for themes! Did you notice any themes or patterns about your audience? Take some time to review and analyze the information you have found. Demographics, psychographics, and organizational characteristics are a relatively easy place to begin segmenting your audience.

What Are Demographics?

Demographics are the most common way to segment your audience. They represent classifiable characteristics of a population or a group of individuals.

- Age
- Race
- Ethnicity
- Geographic location
- Education
- Profession

What Are Psychographics?

Psychographics are internal beliefs that define and motivate a person. Understanding the internal motivations of your target audience is key when planning your community saturation activities. Why? These perceptions can predict which activities, resources, and messages your audience may choose to engage in or abstain from.

- Values
- Interests
- Personality traits
- Attitudes
- Beliefs

What Are Organizational Characteristics?

Now that you have analyzed your audience's demographics and psychographics, take some time to explore any organizational characteristics that you may have collected during your information gathering activities. At a glance, organizational characteristics may seem irrelevant, but they offer important information on which organizations might serve as potential partners and why. Organizational characteristics may also be used to identify areas of mutual interest and/or potential considerations for conflict or misalignment—for example, an organization's values, type, or mission might not align with your organization or individual activities. Remember, though, that organizations need not have the same mission, presence, partners, or type to be an important partner in the community saturation effort. However, it is necessary that the organization shares an appreciation for the SRA message. Ultimately, insights gained about organizational characteristics will influence how, when, and why you share SRA messaging.

- Organization type
- Organization size
- Organization location
- Availability of physical space
- Existing partners
- Organization mission
- Organization culture
- Organization reputation
- Community presence
- Online presence

Pulling It All Together

Now that you have used demographics, psychographics, and organizational characteristics to create clear audience segments, you made it to the fun part. It is time to create an audience profile.

An audience profile helps you see audience members from a bird's eye perspective. You can explore who they are in a physical sense and what their motivations may be. Audience profiles can include a stock photograph and a few fictional quotes and descriptive characteristics such as how a person or organization looks, thinks, and feels about a specific topic.

TIP

Avoid stereotypes! Use the information that you have gathered and analyzed to create clear and realistic audience profiles and recognize that data might suggest a different profile than what you initially assumed would be the case.

Example Organizational Audience Profile

Name/Image (Logo)

Demographics/Service Profile

- Serves wide range of clients, ranging from very young children to older adults
- Offers summer camps and after school programming
- Focused on strengthening community and working together to ensure that everyone, regardless of age, income or background, has the opportunity to learn, grow and thrive

Relevant Behaviors

- Offers programming for young people
- Engages in community outreach
- Partners with organizations across the community
- Reaches key stakeholders

Psychographic Characteristics

- Emphasizes community and bringing people together
- Interested in personal and social change
- Believes that all young people deserve the opportunity to thrive and nurtures potential

Preferred Means of Communications

- In person (both through programming and meetings, and through on-site messaging like posters and flyers)
- Online (social media)

Prioritize Audience Groups

So now you have audience profiles but may not be quite sure what to do with them. Is it possible that they are all important? We are glad you asked that question. If you take the time to prioritize your audiences, you will gain a clear sense of where to start and who to focus your time and efforts on.

When considering your audience group, we suggest that you answer the following five questions for each audience group that you have identified. We guarantee you will have at least one clear audience group with which to begin your community saturation efforts.

1. How critical is this audience group to my overall community saturation plans?

   An audience may be critical if they have influence in the community, if they are directly serving large numbers of individuals that you ultimately want to impact (youth), or if their support can make it possible to share your message in new ways.

2. Is this audience group accessible—can we effectively engage or reach this group directly, or do we need a partner?
3. If we partner with or engage this audience group, can we measure our activities and/or success?
4. Would this audience group be interested in or receptive to our community saturation efforts?
5. Will partnering or engaging with this audience group promote our community saturation efforts?

Conclusion

After you have completed your audience profiles and prioritized your audience groups, you have made it to the end of **Step 1**. The next step will focus on defining the objectives for your saturation approach while keeping your identified audience in mind.

Identify Your Audience

Potential Audiences

Audience Research and Insights

Audience	Information Sources	Person Responsible for Gathering Research	Timeframe for Completion

Audience Research and Insights

Audience	Needs	Priorities	Interests

Step 1 ▶ Action Planning Tool

Identify Your Audience

Audience Profile
Name/Image (Logo)
Demographics/Service Profile
Relevant Behaviors
Psychographic Characteristics
Preferred Means of Communications

References

Bhat, A. (n.d.). Secondary Research – Definition, Methods and Examples [Blog post]. https://www.questionpro.com/blog/secondary-research

Cannon, H., Leckenby, J., & Abernethy, A. (2002). Beyond effective frequency: Evaluating media schedules using frequency value planning. *Journal of Advertising Research*, 42(6), 33–37. http://www.journalofadvertisingresearch.com/content/42/6/33

Cristofaro, D. (2017, June 15). Six Expert Tips for Focus Group Moderation [Blog post]. https://www.actionable.com/blog/focus-group-moderation-tips-1

Mercer, A., Caporaso, A., Cantor, D., & Townsend, R. (2015). How much gets you how much? Monetary incentives and response rates in household surveys. *Public Opinion Quarterly*, 79(1), 105–129. https://doi.org/10.1093/poq/nfu059

Schmidt, S., & Eisend M. (2015). Advertising repetition: A meta-analysis on effective frequency in advertising. *Journal of Advertising*, 44(4), 415–428. https://www.tandfonline.com/doi/abs/10.1080/00913367.2015.1018460?journalCode=ujoa2

Southwell, B. G. (2005). Between messages and people: A multilevel model of memory for television content. *Communication Research*, 32(1), 112–140. https://journals.sagepub.com/doi/10.1177/0093650204271401

Step 2

Build the Team and Define Your Objectives for Community Saturation

Congratulations—you have completed **Step 1** and have gathered information about your community and identified and prioritized your audiences for community saturation. Step 2 focuses on building your community team, synthesizing the information you have gathered about your community, and defining the objectives for your community saturation efforts. This is a critical step for organizing your approach, being able to measure the success of the work, and determining where to invest important time and resources.

Synthesize Existing Data, Resources, and Needs

During Step 1, you may have collected some information through interviews, focus groups, social listening, surveys or literature review to learn more about your community and potential audiences. Step 2 starts with synthesizing that information to develop objectives.

You will want to consider identifying and assembling a broader community team that can help with this synthesis and objective development. Note that this team does not need to be involved in all the detailed work but is an important sounding board for determining the overall objectives and efforts moving forward. In addition to your internal team, this team should include key community partners who are trusted by and influential with the key audiences that you have identified in Step 1. This may include government and school officials, faith-based organizations or leaders, leaders from key businesses in the community and youth themselves. The members of your team will help extend your messages within their networks in the community and will provide you with key feedback on how to adjust the messages to be more resonant with various audience groups. Membership on this team may change over time and should reflect your community and your outreach efforts.

A **Community Saturation Approach** is designed to amplify a consistent message throughout the community and at every place where youth may be presented information which corresponds to the goals of SRA. It also:

1. Is a process that occurs over an extended period;
2. Seeks to understand how and why stakeholders make decisions;
3. Builds and highlights the relevance, credibility and reputation of sources when distributing materials;
4. Carefully considers new communication technologies; and
5. Develops materials that are integrated into existing systems.

After identifying your team, you will further synthesize the information you have gathered in Step 1 to develop objectives for your community saturation effort. These objectives will guide the work of the internal team and can be shared with external partners. Because the community saturation work will be ongoing, it is likely that specific objectives change over time to support the overall saturation goal. Specifying objectives will help tailor different saturation strategies and messages for the various audiences.

Overall, the information that you have gathered in Step 1 should help your team understand key stakeholders in the community, the key priorities of the community, and how your messages connect to current concerns of the community. This information will also help you to determine the overall purpose and strategy for your community saturation effort. For example, your overall goal may be to support the optimal health of teens. However, you will likely need to break that overall goal into smaller, more specific objectives to engage partners and others in the work. It could be that high school graduation rates are lower than the state average and there is broad interest across the community in increasing high school graduation rates. Knowing this, you can tailor your optimal health messaging to themes around setting and achieving goals for graduation and reducing risk behaviors to focus on completing high school.

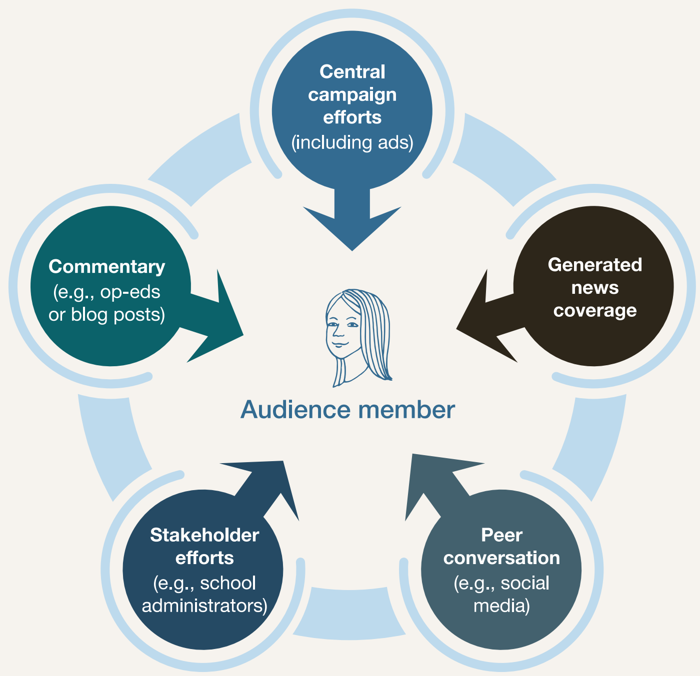
Overall, the synthesis of the information should help provide direction to the community saturation objectives and activities. The vision of community saturation is that your target audience is presented with

Strategies to Synthesize the Information Collected in Step 1

- Creating audience profiles (described in detail in Step 1).
- Identifying themes. This can be done by grouping common findings across various information sources together. The theme should explain how the findings are related and provide guidance or direction for your community saturation objectives. Themes that might emerge include community priorities or where and how people share and find trusted information. Thinking of the example at left, a theme might be concern about future economic opportunity and supporting academics.
- Answering key questions using the information gathered. This can be done with the team in a large group or individually. Worksheet 1, provided at the end of Step 2, can be used to guide this process.

Example Community Saturation Model

Audience defined by geographic community as well as demographics



a consistent message from many different stakeholders in a coordinated community-wide effort. Following the example presented above, young people in your program will receive detailed messages about risk avoidance. They will also see coordinating and supportive messages about graduating from high school and the benefits of avoiding risks in various places within their communities, such as school lunchrooms, local businesses, other youth-serving programs, home, local advertising (e.g., newspapers, buses, billboards), and on social media.

The information that you have gathered should help your team understand key stakeholders in the community, the key priorities of the community, and how your messages connect to current concerns of the community.

Community saturation objectives will be a combination of process objectives and outcome focused objectives.

Integrating Data to Determine Community Saturation Objectives

After you have reviewed the information you have collected for your community related to the topic or message that you want to saturate your community with, you will need to consider how to achieve it through S.M.A.R.T. objectives. There are several different ways that you might think about objective development. The objectives will likely be a combination of process objectives, in which you are identifying a particular number of partners, type of partner, and outreach goal for your messaging, and more outcome focused objectives, in which you are identifying the knowledge, attitudes, and behaviors that you want your messages to change.

One strategy for establishing the process objectives is to use a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis to determine how you might blanket your community with coordinated and consistent messages (Pardeshi et al., 2008). This can be conducted by your core team or your larger team and will help to refine opportunities for growth and areas for continued work. Overall, your objectives should aim to build on the Strengths and Opportunities present in your community and seek to minimize the Weaknesses and Threats. Below we describe the components of a SWOT analysis and provide an example (Centers for Disease Control and Prevention [CDC], n.d.).

SWOT Analysis

	Strengths	Weaknesses
Internal ▶	What does your organization do well related to community saturation?	In what ways might your organization be lacking related to community saturation?
	Opportunities	**Threats**
External ▶	What external factors help facilitate your community saturation strategy?	What external factors hinder your community saturation strategy?

Example **Completed SWOT: Local Community-Based Organization in Anytown USA**

	Strengths	Weaknesses
Internal ▶	▸ Provides programming in 50% of the schools ▸ Have refined messages over time and resonates well with youth ▸ Have a strong and supportive board and deep community ties ▸ Support for messages from parents and other adults ▸ 70% of teens in county have not had sex by age 17	▸ No dedicated communications staff ▸ Limited funding for communications activities ▸ Limited experience with social media
	Opportunities	**Threats**
External ▶	▸ Strong history of community partnerships among nonprofits in the community ▸ Organization is well respected by partners ▸ Organization has been working in the schools for more than 10 years ▸ History of youth engagement among non-profits in the community	▸ Other community priorities (i.e., interventions for younger children given preference) ▸ Global economic pressures

Using the information that you have collected from and about your community, work with your core team to identify key aspects within each domain. In general, Strengths and Weaknesses focus on internal criteria about your organization. This may include such items as collective skillsets, commitment from leadership, funding, processes, systems, and social norms. Opportunities and Threats refer to external factors such as other community efforts; quality of partnerships; political, legislative, and financial environments; and existing trends in public health.

Another strategy for informing the development of S.M.A.R.T. objectives might be considering your desired results for the saturation activities by specific engagement strategies (i.e., social media, stakeholder support, advertising, etc.). If your organization uses a logic model to support program development and implementation, you might consider using a logic model approach to identify S.M.A.R.T. objectives specific to the community saturation work. For more insight on logic model development and additional resources review our [Logic Model Tip Sheet](#).

Create S.M.A.R.T. Objectives for Community Saturation

Now, you will use the insights gathered from your SWOT analysis to create S.M.A.R.T. objectives for community saturation.

S.M.A.R.T. objectives are

- **Specific:** Concrete, detailed, and well-defined so that you know where you are going and what to expect when you arrive

  Ask: What exactly do you want to achieve? When? Where? How? With whom?
- **Measurable:** Numbers and quantities provide means of measurement and comparison

  Ask: How will you know when your objective has been achieved?
- **Achievable:** Feasible and easy to put into action

  Ask: How reasonable is your objective given any challenges, limitations, or constraints?
- **Realistic:** Considers constraints such as resources, personnel, cost, and time frame

  Ask: Does your target audience (potential partners, etc.) have a vested interest in achieving your objective?
- **Time-Bound:** A time frame helps to set boundaries around the objective

  Ask: What can we achieve right now? Six months from now? A year from now?

You may have several goals and within those, several supporting objectives. Taking time to define these will help you prioritize resources and determine where to get started.

Below is an example of how you might develop and strengthen your goals and objectives (CDC, n.d.).

Example **Goal 1: Increase the number of young people who believe that their future goals are worth protecting through risk avoidance behavior**

✗ **Not-so-S.M.A.R.T. objective 1a:** Increase the number of stakeholders and places within the community that provide messaging to support youth in achieving their goals.

✓ **S.M.A.R.T. objective 1a:** From September 2019 through September 2022, partner with at least 10 organizations, institutions, and spaces that have high youth traffic to provide specific messaging to support goal development and achievement.

Key Component	Objective
Specific—What is the specific task?	In what ways might your organization be lacking related to community saturation?
Measurable—What are the standards or parameters?	Number of partners who provide messaging within their context (visually, verbally, or digitally).
Achievable—Is the task feasible?	Yes, when spaces that youth visit are engaged and supportive.
Realistic—Are sufficient resources available?	Yes.
Time-Bound—What are the start and end dates?	Three years (between 2019 and 2022).

✗ **Not-so-S.M.A.R.T. objective 1b:** Share risk reduction messages through social media channels.

✓ **S.M.A.R.T. objective 1b:** From June 2020 through September 2022, work with approximately five youth to develop content and post on social media at least once a week.

Key Component	Objective
Specific—What is the specific task?	Provide information about risk reduction through youth-directed social media posts.
Measurable—What are the standards or parameters?	Engage with social media channels and followers. Work with youth ambassadors selected from the program.
Achievable—Is the task feasible?	Yes, when spaces that youth visit are engaged and supportive.
Realistic—Are sufficient resources available?	Yes. Will create internal sources and pull from other national channels focused on similar topics.
Time-Bound—What are the start and end dates?	Two years (between 2020 and 2022).

✗ **Not-so-S.M.A.R.T. objective 1c:** Use social media advertising to reach teens who do not come to the program and reinforce program messages among those who do.

✓ **S.M.A.R.T. objective 1c:** From June 2020 through September 2020, purchase ads targeting youth in the community to increase followers on social media by 20% each month.

Key Component	Objective
Specific—What is the specific task?	Develop and purchase high impact ads and encourage program participants to follow account.
Measurable—What are the standards or parameters?	Number of views of the ad within the community. Number of followers on social media.
Achievable—Is the task feasible?	Unsure. Have limited budget and some talent to develop the ads.
Realistic—Are sufficient resources available?	Unsure.
Time-Bound—What are the start and end dates?	Three months starting June 2020.

Conclusion

Continue to work through the various S.M.A.R.T. goals and objectives for all aspects of your community saturation effort. You may consider developing a goal for each aspect of the **community saturation model** (i.e., central campaign efforts, commentary, generated news coverage, peer conversation, and stakeholder efforts) that is described in the **Introduction**. The next section of the toolkit will focus on taking **Steps 1** and **2** and putting them into action.

Key Questions for Consideration

Who are key community members? How do they interact with your target audiences? What are their top interests?

Community Member/Group	Interaction with Target Audiences	Top Interests

Where is there alignment between your organizations' messages and the top interests of the various community groups?

Community Members' Top Interests	Alignment with Your Organizational Messages

Priority Messages Based on Alignment
1
2
3
4
5

Step 2 ▶ Worksheet 2: SWOT Analysis Tool

	Strengths	Weaknesses
Internal ▶	What does your organization do well related to community saturation?	In what ways might your organization be lacking related to community saturation?
	Opportunities	**Threats**
External ▶	What external factors help facilitate your community saturation strategy?	What external factors hinder your community saturation strategy?

Step 2 ▶ Worksheet 2: S.M.A.R.T. Objective Development Tool

GOAL 1

Key Component	Weaknesses
Specific: What is the specific task? *What exactly do you want to achieve? When? Where? How? With whom?*	
Measurable: What are the standards or parameters? *How will you know when your objective has been achieved?*	
Achievable: Is the task feasible? *How realistic is your objective given any challenges, limitations, or constraints?*	
Realistic: Are sufficient resources available? *Does your target audience (potential partners, etc.) have a vested interest in achieving your objective?*	
Time-Bound: What are the start and end dates? *What can we achieve right now? Six months from now? A year from now?*	

S.M.A.R.T. objective 1a:

References

Pardeshi, G., Shirke, A., & Jagtap, M. (2008). SWOT Analysis of Total Sanitation Campaign in Yavatmal District of Maharashtra. *Indian Journal of Community Medicine: Official Publication of Indian Association of Preventive & Social Medicine*, 33(4), 255–259. https://doi.org/10.4103/0970-0218.43233

Adapted from Centers for Disease Control and Prevention. (n.d.). *Communities of Practice Resource Kit*. https://www.cdc.gov/phcommunities/resourcekit/resources.html

Step 3

Engage Your Community to Amplify Messages

At this point, you should have completed Steps 1 and 2. This means you have identified and prioritized your audiences, built your community team, and defined the objectives for your community saturation efforts. Step 3 focuses on engaging the community and taking specific action steps to ensure the messages you have developed are effectively coordinated and shared across the community. This step is focused on doing the work of community saturation, and this toolkit includes several tools and worksheets to use in your efforts.

You may consider many different community engagement activities in your efforts to implement a coordinated communication strategy. You will want to think about various strategies and consider their fit within your own community and work.

Before selecting strategies, it will be helpful to develop an action plan for your community engagement activities. The action plan will help you pull together key pieces of information so you can develop and implement a coordinated messaging strategy that will work best for your context.

Key aspects of the community engagement action plan include

1. Considering your audience's preferred communication channels and information sources;
2. Understanding the resources available for this effort, particularly related to funding, personnel, and time;
3. Describing and leveraging partnerships with community- and faith-based organizations, youth-serving groups, community leaders, and local businesses;
4. Coordinating the network of partners and youth-serving organizations; and
5. Mobilizing your community.

Below, we describe each of these in more depth and provide a template for the community engagement plan.

As outlined in the Community Saturation Sourcebook, evidence suggests community engagement can be a useful public health strategy. Successfully engaging communities requires careful planning, which you have started to do in Steps 1 and 2 and which the tools in this section will support as well. It will be helpful to have the completed tools from Steps 1 and 2 for reference as you move through Step 3.

Consider the Audience's Preferred Communication Channels and Information Sources

Refer to the audience profile worksheets you completed along with Worksheet 1 from Step 2. Both worksheets include information about preferred communication channels and potential partners' access to those channels. Identify the top five communication channels that may be most important to consider in your outreach and coordination efforts.

Understand the Resources Available

Understanding the resources available for your effort is important. Resources may include funding that is available to your organizations and others, and in-kind services like people and staff time. When thinking about the specific activities you will undertake to mobilize the community, consider the level of effort your organization can provide and what other partners may be able to provide. You could also consider establishing baseline levels of effort and inviting partners to join at different levels depending on what is more comfortable for them. These levels may include message partners, engagement partners, and mobilization partners.

In addition to understanding the resources available for your efforts, considering the wide range of activities you can undertake through this work is important. These various activities can be divided into low-, medium-, and high-effort activities.

- **Low-effort activities** are designed to provide quick, easily implemented tactics and approaches to help stakeholders with limited time and resources share and amplify key messages across a variety of channels with minimal burden on staff.
- **Medium-** and **high-effort activities** are designed for stakeholders with more time and resources to foster buy-in and build support to drive the uptake of SRA messages/materials within their communities. High-effort strategies and approaches are expected to have a broader reach and may be more effective in promoting the uptake of SRA messages/materials.

Leverage Partnerships

An effort to provide coordinated and aligned messaging to young people across the community will require partnerships with a wide variety of organizations, including community-based organizations, faith-based organizations, health care professionals, youth-serving groups, community leaders, and local businesses. Consider the various levels of partnership you may need for your effort (see Figure 3.1). Additionally, research exploring community partnerships has found that having staff dedicated to partnering is key to forming and fully developing partnerships (Hann, 2005).

Figure 3.1 **Partnership Hierarchy**

How to Identify and Approach Potential Partners

- Refer to the information you gathered for Steps 1 and 2. Specifically, Worksheet 1 required you to identify key community members and groups and their interaction with your target audience. Use the information in this worksheet and brainstorm with your community team to ensure that all relevant groups have been identified.
- Arrange for face-to-face meetings whenever possible and be sure to articulate why a partnership would be beneficial and helpful to the partnering organization as well.
- Enlist your key champions and members of advisory groups or boards to help build connections with other organizations and individuals in the community.
- Identify opportunities for sharing and working together that build mutual trust and respect. These opportunities could include supporting each other's events, honoring and upholding meeting times and schedules, and offering a space for ideas and suggestions from partners (Estacio et al., 2017).

How to Engage and Maintain Relationships

- Communicate regularly and effectively with your partners. This communication may be digital or through in-person meetings but should occur regularly and include status updates on the work (Huberman et al., 2014).
- Commit to a shared vision for the work you are doing together and ensure there is leadership support from the partnering organization (Estacio et al., 2017).
- Recognize the work of partners whenever possible.
- Set clear expectations for the partnership from the beginning and revisit these expectations occasionally as needs and resources change (Huberman et al., 2014).
- Share the results from your work together with partners and with the community more broadly (Estacio et al., 2017).

Coordinate a Network of Youth-Serving Organizations

In addition to the general partners you identified in Step 2, also consider how you might support the coordination of a youth-serving organization network within your community. Overlap between the list of partners you engage and the youth-serving organizations in your community is likely.

- Think about how you might engage these organizations and coordinate a broader networked approach to disseminating your messages.
- Consider an opportunity for other youth-serving organizations to adapt your messages within a framework so the messages resonate with the services they provide but reflect the core concepts you are aiming to spread across the community. Specific activities that could be coordinated among a network of youth-serving organizations are described in Table 1.

Table 1 **Activities to Support a Coordinated Network of Youth-Serving Organizations**

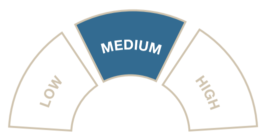
Activity

Offer training opportunities for youth-serving organizations and include specific examples of and information about messaging

How-to Steps

- Invite other youth-serving professionals to trainings offered by your organization (when possible)
- Include SRA-related topics and use SRA materials or strategically integrate SRA messages into training presentations

Level of Effort/Resources: Medium



Activity

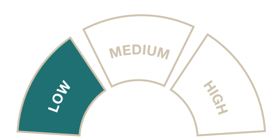
Develop proactive communication with other youth-serving organizations in your community

How-to Steps

- Develop a listserv with interested partners
- Develop a schedule for content
- Research and gather facts and resources for content
- Review and use principles of plain language and clear communication
- Create a content calendar and plan topics for individual issues/dissemination pieces (consider how pieces work together)
- Create content (e.g., write articles)
- Disseminate and evaluate

Note that communication could include examples of how organizations have disseminated various messages, a schedule of when to highlight certain messages throughout the year, and materials and resources organizations can share with youth in their programs.

Level of Effort/Resources: Low



(Table 1 continued on next page)

Activity

Use and share social media with other youth-serving organizations

How-to Steps

Create content

- Define objectives for social media efforts
- Select appropriate social media channels based on audience analysis
- Determine how to implement your social media plan (including identifying appropriate staff within your organization to manage content and engagement)
- Plan your activities and develop a schedule
- Use resources (like *The Exchange*) to brainstorm content

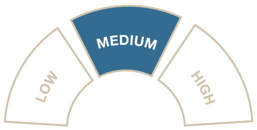
Encourage engagement

- Follow stakeholders
- Repurpose existing content
- Share blog posts and news articles
- Create opportunities to show support (e.g., badges)
- Develop quizzes and contest activities for your audience
- Conduct and share interviews, Q&A sessions, etc.

Share content with the network

- Consider the use of a third-party platform that will allow you to share content with other organizations so they can post on their social media (options include Cinchshare, Canva, Vizzlie, etc.)

Level of Effort/Resources: Medium



Activity

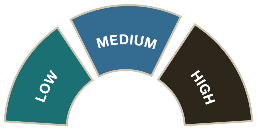
Develop materials (digital and nondigital) that organizations can use

How-to Steps

Make it easy for other youth-serving organizations to use the branding and messaging developed for your communications campaign. This may include developing

- A shareable logo and tag line,
- A coordinated place to order outreach materials, and
- Packages of information and materials that organizations can share with youth.

Level of Effort/Resources: Low to high



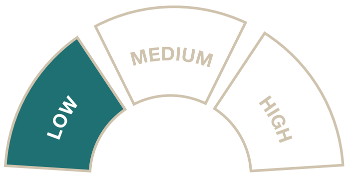
Potential Activities to Support Community Engagement and Mobilization

Community mobilization efforts should address the barriers people face with respect to achieving the previously defined community mobilization goals. Building opportunities to reflect on success and opportunities for growth can help continue forward momentum. Step 4 will focus on evaluation in more depth but will consider ways to gather feedback throughout the process. This could be accomplished through feedback cards at community events and regular conversations with community partners about barriers and opportunities for improvements.

Your organization and your network of partners can undertake a variety of activities to mobilize your community and achieve saturation of your message. The section below offers suggestions based on the level of resources that might be required for each set of activities. Consider the level of resources available both within your own organization and across your partners for mobilization activities. The worksheets at the end of this section provide a space for you to develop an action plan for the activities you can undertake as an organization and across your broader partnership group. Activities are listed by the resource level required, starting with activities requiring the lowest level of resources and moving to those requiring a higher level of resources. Note that your organization and partners may want to implement all the activities or start with one or two. Consider what makes the most sense for your community based on the information you collected in Steps 1 and 2 and use the activities below to develop a concrete action plan for your next steps.

Activity 1

Leverage Existing Communication Channels



An important but low-resource strategy for ensuring your messages are coordinated and disseminated across multiple partners is to leverage existing communication channels and share a similar message framework across the communication channels you and your partners are already using.

An important tool for leveraging existing channels will be working both within your organization and across partner organizations to develop and use a content calendar. A content calendar is a planning tool that can help you organize when (daily or weekly) and how (social media or e-blast) you share SRA-related content. Your content calendar should include relevant health observances and other "pulse points" (program events) you can leverage to generate interest in the content you plan to share. By identifying the specific dates you will share content, you can measure how frequently and broadly you are sharing SRA messages and materials.

A content calendar helps you plan and maximize communication opportunities. In general, the type of communication included in the content calendar is considered one-way communication, because information is transferred in one direction, from the sender (e.g. your organization) to the receiver (e.g. colleagues or constituents). In addition to offering one-way communication, you might also consider how you can encourage two-way communication throughout the community saturation process. Two-way communication is a dialogue that provides the opportunity to answer questions from potential partners and others in the community. Answering questions will help partners and others understand the rationale for the approach and why their engagement in this effort is so important. It will also lead to increased investment in the overall effort, which can boost long-term support and commitment to the work.

Key Steps to Developing a Content Calendar

Step 1 ▶ **Meet with staff and partners to identify key dates and brainstorm opportunities**, including:

- health observances,
- new resource announcements,
- program announcements, and
- community events (including service opportunities, partner events, etc.).

Step 2 ▶ **Determine what you would like to say**, including:

- key messages you have developed for your campaign, and
- supporting materials and resources.

Step 3 ▶ **Determine how you would like to say it**, including:

- determining the framework for the key messages depending on the communication channel you are leveraging and the target audience for that communication channel;
- working with an editor, content manager, and partners to ensure the appropriateness and timing of the content; and
- referring to worksheets from Steps 1 and 2 to help build messages by identifying key priority areas for the various target audiences.

Step 4 ▶ **Make it easy for partners to include your messages within their existing communication channels by**

- developing content that can help your partners reach their goals, but that also includes the messaging that you want to share;
- providing easy-to-insert paragraphs about your topic to local youth-serving agencies you work with, which they can include in their newsletters, allowing them to provide information to parents about various topics, and
- considering a database of shared content that partners can pull from as appropriate for their dissemination channels and audiences.

Step 5 ▶ **Measure success and adjust as needed, including**

- checking in with partners to determine how they are using the materials,
- tracking how often your messaging is incorporated into existing communications channels, and
- adjusting as needed to make content easier to use and incorporate into existing communication channels.

Potential Benefits

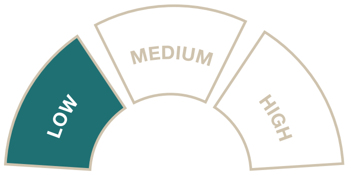
- Coordinates partners and messages with other activities happening in your community.
- Offers an opportunity for sharing across partners and strengthening messages.
- Clarifies responsibilities across partners.

Potential Barriers

- Can be time consuming to develop and maintain.
- May be challenging to learn how messaging has been disseminated through partners' channels and to measure the success of the dissemination.

Activity 2

Developing New Direct Communication Channels



Another low-resource consideration is developing new direct communication channels that will allow your organization and partners to reach people directly in your community with your messages. First, you will want to refer to the information you collected in Steps 1 and 2 about your audience's needs, along with their topic and format preferences. For example, if you have determined that no one is reaching out to older adults in the community but they are key trusted figures in the lives of youth in your community, you may want to establish a new and direct communication channel to engage older adults. Perhaps their preferred method of communication is a hardcopy newsletter. If budget allows, you could develop a hardcopy newsletter sent to this population on a regular basis.

After you clarify your audience's needs and preferred communications channels, research and gather facts and resources for the content you will provide them. This may include determining how to frame your messages to resonate best with this audience and key supporting content for the messages. Next, identify these new communications channels and make sure they fit within the content calendar you developed (see the previous activity for details). The calendar should include information about the individual issues/dissemination pieces you will be sharing through these new channels and should be coordinated with partners.

Think Outside the Box

You can also think outside the box for a new direct communication channel. For example, maybe visuals around the school (i.e., in the lunchroom, in the hallways, etc.) currently exist but have not been used to share the messages that you want to share with youth. Consider these types of alternative direct communication strategies as well.

Steps to Implement

- **Think about your audience and be creative.** Why would they be interested in a specific topic? Is the reader interested in tips, advice, resources, or benefits? (Refer to Steps 1 and 2 of this toolkit.)
- **Do your homework.** Research and gather any necessary facts and find resources.
- **Use quotes, facts, and statistics.** Be accurate and rely on expert data. Neither overstate nor understate the facts.
- **Write in a straightforward manner.** Know your audience as you write. Use conversational, engaging, and understandable language.
- **Keep it short and concise.** The specific length will depend on the channel. For a newsletter keep it to two pages or less. For an e-blast try to keep it to two to three brief sections.
- **Use images that support your article.** Linking written content with visual representations appeal to a wider audience and help to improve the "stickiness" of the content.
- **Begin with an engaging headline.** Be creative and attention-grabbing as you introduce the audience to the content.
- **Cite your references.** Remember to provide sources and references for any quotations or facts when used.
- **Always spellcheck the content.** When in doubt, have a colleague or friend proofread your article. You could also consider using a free online editing service like Grammarly.

Potential Benefits

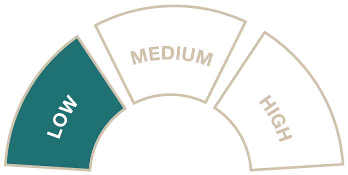
- Fills a gap in existing communication channels for a particular audience.
- Leverages relationships with communities that have demonstrated shared trust.

Potential Barriers

- In a crowded information environment, it may be difficult to capture the audience's attention.

Activity 3

Develop Press Releases and Press Conferences



Both press releases and press conferences are ways to develop hard news about your programming and any timely, significant, or prominent messages in your community. Both involve communicating with the press. A press release is a written communication sent to media outlets whereas a press conference is conducted verbally and is usually in person. Press releases are generally low resource, whereas a press conference may require higher resources depending on the community. Consider doing both a press release and a press conference, and if you are hosting a press conference, definitely also develop a press release.

Steps to Implement

- **Determine what makes the information you want to share newsworthy.**
  - For example, is it linked to the anniversary of a local, national, seasonal, or topical milestone? Does a recent news story make the topic especially timely and relevant?
- **Decide on the format.**
  - Consider your resources and desired outcome. A press release may be less time consuming, but a press conference could be more impactful.
- **Develop a press release.**
  - Develop a list of news outlets with whom to share your press release.
  - Write your press release. Make it engaging, easy to read, and include your contact information.
  - Share your content with news outlets and on your organization's website.
  - Refer to Worksheet 4 for a press release template.
- **Hold a press conference.**
  - Plan the logistics—who, what, when, where—and invite the press.
  - Develop a press kit and any presentation materials.
  - Host your press conference. Ensure your office is staffed during the press conference to field incoming calls.
  - Follow up with journalists who attended the event and send digital press kits to those who were unable to make it.

Press Kit Components

Although there is no standard set of materials included in a press kit, here are a few common items that are often included:

- Backgrounder with historical information on the organization convening the press conference;
- Fact sheet listing specific features, statistics, or benefits related to the content being discussed;
- Biographies of key leaders, partners, organizations involved, etc.;
- Past press coverage;
- Photos or other images (high resolution) of key items (as relevant); and
- A press release detailing the current news the media kit addresses.

These are then given to members of the press to help support the development of a news article about the content.

Potential Benefits

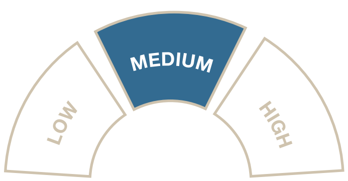
- Publicizes upcoming public events or reports on recent events, awards, or grants.
- Capitalizes on existing momentum and public discourse around a topic.
- Generates free publicity, which otherwise may be very costly.
- Engages reporters, establishes relationships with media outlets, and answers questions.

Potential Barriers

- With so many competing interests, it may be difficult to generate attention and media interest in your story.
- Given the rapid cycle of news, it may be challenging to respond quickly to emerging news as it relates to your messaging.

Activity 4

Attend Community Meetings



Actively participating in other community meetings can be another way to mobilize the community around your particular engagement message. Refer to the information you gathered in Steps 1 and 2 to determine which types of community meetings may be most important for your key stakeholders. For example, are there local service organizations that host open community meetings? Is the library in your community a common gathering location for events and meetings?

Once you identify a list of potential community meetings, you will want to assess resources and time to determine which may be most important to attend. The specific goal of attending the meeting may vary according to meeting type and could include learning more about the priority of groups within the community, networking with key stakeholders in the community (including topics related to your messages on the agenda), or speaking directly to the audience at the meeting. Sharing meeting responsibilities across partners is also an opportunity to share resources and leverage the strengths of different partners.

Tips for Attending Community Meetings

- Bring information about your mobilization and outreach efforts. If you have a branded campaign (see the section on social media branding), make sure you can share information about the campaign easily.
- Be sure to have business cards or some other way to connect directly with community members at the meeting.
- Review the agenda in advance to identify potential areas of overlap with your messaging and frame your messages to fit within the meeting topic.

Potential Benefits

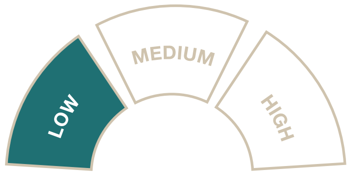
- Build relationships with members of the community.
- Identify key issue areas of importance for community members.
- Learn ways to frame your messaging so it resonates across communities.

Potential Barriers

- Determining if your messaging or topic will fit within a particular community meeting might be difficult.
- The community meeting may not stick to the agenda depending on the number of community members present and other issues.

Activity 5

Conduct or Use Existing Training Activities



In-person trainings are a great way to share your messages and engage and energize key audiences in the community to mobilize around your efforts. Depending on what is already happening in your community (refer to Steps 1 and 2 and work with partners to determine existing training opportunities), you may need to develop new training opportunities.

Existing Trainings

For existing trainings, the overall goal is to identify and propose ways to incorporate your messaging into those training opportunities. To identify training opportunities, consider the key stakeholders who reach your target audience. These may be teachers, afterschool program employees, social workers, youth leaders within the faith community, and many others. Many of these stakeholders receive ongoing training and support to enhance their skills for working with youth. Identify opportunities to share your messages during these already scheduled training opportunities. This could be implemented by proposing specific topics and appearing on the agenda or exhibiting or offering information at a table during the training event.

Tips for High-Quality Training

1. Overcome audience barriers to participation (i.e., consider location, meals, childcare, timing, virtual options, etc.).
2. Engage experts to develop and lead the training. These experts should be able to fill your knowledge and skill gaps and also be able to engage and inspire participants while sharing your messages.
3. Schedule the training in advance so people have time to plan to participate. Make sure you allow a reasonable amount of time for people to learn about the training.
4. Use several strategies to invite participants to the training (i.e., e-mail, social media, in-person, flyers, etc.). Refer to Steps 1 and 2 for other ideas about communication channels.
5. Evaluate the training to determine areas for improvement. Incorporate a brief satisfaction survey at the end of the training to determine areas that were most successful and areas for improvement.

New Trainings

Developing new training may take a bit more work, depending on your organization and relationship with the community. In general, you will want to determine what kind of training opportunity you want to offer based on gaps in knowledge or current offerings. Determining the best way to connect with the audience you want to train is important to ensure your team can execute high-quality training. Tips for doing so are provided on page 54.

Potential Benefits

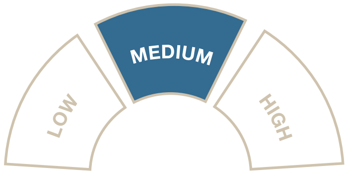
- Fills a gap in existing professional development opportunities for a particular audience.
- Leverages relationships with existing opportunities that have audience trust and buy-in.
- Allows an opportunity to bring new learning and energy to the community.

Potential Barriers

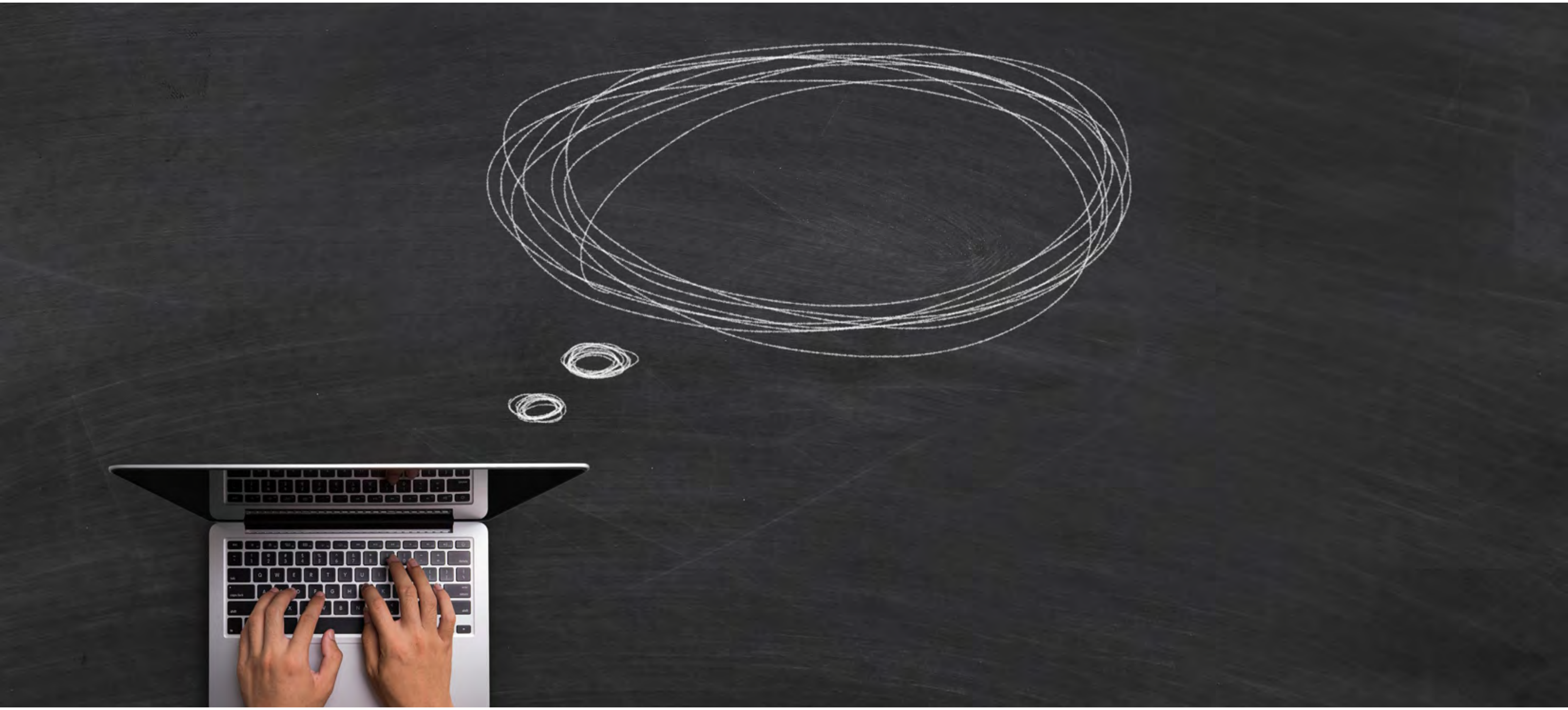
- Time-bound events may limit participation by audiences that are unable to fit these types of events into typical professional development opportunities.
- Could be resource intensive if your organization does not have experience with conducting trainings.

Activity 6

Developing Ongoing Relationships with Journalists and News Outlets



You may also be interested in developing an ongoing relationship with the press. This could include a range of activities like writing opinion pieces, meeting with the editorial board of the local newspaper, and building relationships with key press individuals over time.



Steps to Implement

- **Research press outlets in your community that are important for your work.** If you are interested in writing an opinion piece, review the submission guidelines. You could also consider reviewing published op-eds for insight on effective writing styles the outlet prefers. Explore ways to connect with key reporters that may cover topics related to your areas of expertise.
- **Determine what will capture audience attention and encourage engagement.** Consider your audience. Think about what will draw readers in and draft a short attention-grabbing sentence. Consider "the hook" from the perspective of the news outlet. What will make it more likely that they publish the piece or connect with you?
- **Shape and write your story.** Make sure to write clearly, use plain language, and cite relevant sources and/or research.
- **Pitch your story to the editor via e-mail.** In the body of the e-mail, include a quick summary of your idea, relevant credentials, and your contact information. Be sure to convey what makes your piece important and why the editor should publish it. Follow up with the editor as needed. The cadence of follow-up might depend on whether or not the story is time sensitive. If the story is about a particular event that you would like covered and the event is occurring relatively soon, follow up daily. If the story is more general in nature, consider following up once per week. You might also consider following up with a phone call one day after sending the e-mail. Content is most likely to be printed if there is a "hook" that makes it of timely interest to the readers and of value to the media.

TIP

Copy and paste the op-ed content in the body of the e-mail. Many companies do not accept attachments from unknown origins.

Tips for Developing Relationships with the Press

(Dragilev, n.d.)

1. **Understand your goal for press coverage.** Are you interested in generating awareness for your organization? Do you want to establish your organization as a key leader in youth health promotion in your community? Do you want to gain support among key leaders in the community or build awareness directly among youth?
2. **Determine which press or influencers may be most important to connect within your community and based on your target audience.** In addition to traditional press outlets, you could consider working with social media influencers who promote certain brands and organizations to their followers.
3. **Work with your partners to determine how to leverage strengths across your organizations** depending on relationships and how you may each be situated relative to the target audience and press outlets.
4. **Develop compelling and relevant content ideas.** Make sure content is framed in terms of your hook and the relevance and importance of the content for your community. Consider asking to meet with the editorial board of the local paper about your efforts.
5. **Build a relationship.** This can be accomplished through activities like being available to answer questions that press have about your work and related topics, invite press and influencers to relevant events in advance and make sure the news hook is clear to encourage attendance and follow up on your requests.

Potential Benefits

- Potentially reaches policymakers and opinion leaders.
- Raises the newsworthiness of your subject matter among the general public.
- Allows you to tell your own story without relying on the interpretation of a news reporter.
- Develops professional relationships with editorial teams who then might be more likely to cover your events in the future.

Potential Barriers

- Can be time consuming to write and requires a rapid turnaround, as dated news is no longer news.
- Op-eds are popular, so it can be very difficult to get your piece published.
- May take time to establish trust and relationships.

Activity 7

Use Social Media to Mobilize the Community

Social media can be a powerful way to connect and offers an opportunity to build a brand in a digital environment that you can enhance in offline locations. Social media platforms alone do not guarantee you will reach everyone in a community but can facilitate interactions between key partners and stakeholders in a community. For example, one aspect of your shared communication strategy with partners may be to specify a “brand” that encompasses your message and allows you to develop tools and resources that share this “branding” and create a sense of cohesion across the community. Social media can be a platform for disseminating the brand so that if community members see components of the messaging, they can get more information online. For example, if you partner with the local school district, they may share your messages through existing communication channels with students and parents. They could also include an image or link to a social media campaign that further supports the shared messages so parents and students can find out more if they are interested.

A social media channel may also offer an opportunity for your partners to contribute to content development, engagement, and sharing of materials and can be a unified identity that you all share across the community. This could create better cohesion across the messaging and among partners.

Getting Started

Although creating a social media account is free, the steps required to develop and manage a high-quality account involve identifying and using key resources—staff, time, and creative materials. Here are some steps to get started:

1. **Identify a social media/content manager.** The person responsible for social media should understand how social media can be used and be aware of the tone and intent of the social media outreach. Whether you plan to hire new staff or have an existing staff member assume this role, a mix of the following skills will bolster your social media efforts:
   - a. Strategy planning
   - b. Community management
     - i. Creating, observing, and responding to relevant conversations within your community
   - c. Knowledge of search engine optimization/content optimization
   - d. Strong writing skills
   - e. Creative
   - f. Analytical skills
   - g. Leadership and communication skills
   - h. Visual and/or graphic design (bonus!)

   It is equally important to determine your internal process for development, review and posting content. It is recommended that leadership within your organization reviews social media content before it is shared. Consider bundling content and submitting to leadership for review on a weekly or biweekly basis. This ensures that you have a library of approved content to share with your online community on a regular basis.

   Remember, any content that is shared, liked, or responded to will be perceived as your organization's voice and opinion. This should be kept in mind whenever posting or engaging with content.

2. **Define the objectives for your social media efforts.** Having clear objectives will be important for guiding the overall direction of your social media campaign. Do you want to engage youth directly? Do you want to engage key community stakeholders? Do you want to raise awareness? Do you want to inspire action? Do you want to change behavior?

3. **Select appropriate social media channels based on audience analysis.** Referring to the information you collected in Steps 1 and 2, and based on your objectives, you will want to select the most appropriate social media channels for your audience. Social media channels vary greatly in terms of who comprises their audience and how they are structured. You can find more

information about the wide variety of social media channels and some key differentiating factors here. Note that social media platforms change quite frequently. Consider asking your target audience which social media channels they are most likely to use based on the objectives you have identified.

4. **Determine how you will implement your social media plan.** This should also be considered in your content calendar and may be considered across your partnership engagement. Key steps include identifying the staff within your organization who will be responsible for creating content, managing content, and monitoring and managing engagement through the channel.

5. **Refer to the content calendar to develop a schedule and manage the various activities for the social media channel.** These activities will depend more specifically on your objectives but could include recognizing specific health observances or community holidays, highlighting events in the community and those in which your organization or partners might be participating, and spotlighting key leaders who are helping support your work among other activities.

6. **You will want to have ongoing discussions about content** and can refer to other resources like the content on *The Exchange* or other websites for inspiration.

Ongoing Engagement

Once you have your social media developed and running, you will want to continue to encourage engagement through the channel(s). Specific strategies for engagement may vary depending on the social media channel you select but may include:

- Following and engaging with key stakeholders through the channel;
- Repurposing and highlighting existing content your organization or partners have developed in another format to fit within the social media channel you selected;
- Sharing relevant blog posts and news articles from other websites or sources that connect with your messages;
- Creating opportunities for followers and members of the target audience to show support (e.g., badges);
- Developing different kinds of content that promote engagement like "share your story" requests, quizzes, and contest activities as relevant depending on the social media channel; and
- Highlighting key members of the target audience by conducting and sharing interviews, and question and answer sessions on the social media channel.

Additional suggestions and ideas are available in the social media toolkit.

Potential Benefits

- Increases message reach and allows for engagement with content and users.
- Allows for timely response to external events and messages can be quickly developed and disseminated.
- Establishes brand or organization as a trusted source of key health information.

Potential Barriers

- Little control over response to messages.
- Requires time to create and manage social content and accounts.
- Competes with misinformation in a crowded social media environment.

Activity 8

Conduct Community Meetings, Including Town Halls, Forums, and Other Events

Community meetings can provide space for discussions and problem solving around shared subjects of interest, inform the public about emerging issues, and allow organizations to gauge where their community stands on certain topics. Your community meeting may be formal or informal depending on the structure you would like to take. In general, Town Hall meetings tend to be broader in structure and allow community members to raise the issues most important to them. The meetings may be directed to a particular topic but allow plenty of opportunities for community members to share their feedback, questions, and ideas.

A community event can also be a great way to bring community members together to share information, build relationships, grow ideas, garner support, or achieve a mutual goal.

Once you decide you want to have a community event, **identifying the theme of the event is important.** What do you want the event to be about? How does that support your health message and promote healthy outcomes for youth in your community?

Steps to Implement

- **Plan for your session.** Consider forming a planning committee. This is the perfect opportunity to identify and engage other program providers or community-based organizations to help diversify your committee and amplify your message through strategic partnerships. Potential stakeholders may include City Council members or other city officials, representatives from school districts, youth-serving entities like the YMCA or the Boys & Girls Club of America, cultural groups, or community volunteers. Local colleges and trade schools are also good examples of organizations to engage for your event. Key decisions include the format—in person, webinars, panel discussion with moderated questions, or a town hall with an open floor—and your objectives. The objectives will also help guide the content and format of the meeting.
- **Work through the logistics.** Decide on the place, day, and time and identify key speakers and the moderator. Determine if you would like to use the meeting as a hook for engaging the local press. Refer to Worksheet 5 for an example community meeting agenda and sample town hall agenda.
- **Identify and secure funding if necessary.** If needed, work with local organizations to raise funds to support your event. Any funds obtained can be used to offset planning costs, like costs for space or promotional items like t-shirts, keychains, and water bottles.
- **Promote your meeting.** This can be done through activities like press releases, social media posts, flyers around town, and e-mail blasts. Note that the meeting should be on the content calendar so content is developed to support awareness of and attendance at the meeting
- **Hold your meeting.** Be sure to track attendees and assign someone to take detailed notes of the conversations. Determine how social media might be used during the meeting. For example, will you be asking participants to share their experiences? If so, consider developing a hashtag for the meeting to track online engagement easily.
- **Conduct a debrief and determine the next steps.** Consider hosting a very brief retrospective with the meeting team immediately following the event. Identify what went well and what the immediate next steps might be. Refer to the action plan you have developed for community mobilization and determine what changes and tweaks may need to be made depending on the meeting outcomes.

TIP

Find ready-to-share materials at The Family Youth Services Bureau's *The Exchange*, an interactive website that helps youth-serving program providers learn, connect, and create materials to promote healthy outcomes for youth

Potential Benefits

- Develops personal connections with your community.
- Allows the community to directly voice what matters to them.
- Generates news media coverage.
- Jumpstarts local advocacy efforts.
- Identifies organizations for future partnerships and collaborations.
- Spreads information on important health topics.
- Establishes your reputation more in the broader community as a trusted resource for health information.
- Promotes community engagement.

Potential Barriers

- Logistics can be challenging and time consuming to work through.
- Requires effort to publicize and ensure attendance.
- Requires lots of lead time.
- Lack of commitment from leaders and/or membership.
- Difficult to engage the community.
- Staff and volunteer turnover.

Activity 9

Paid Advertising and Public Service Announcements

Paid advertising includes marketing or promotional efforts with placements that cost money or that have a monetary value. Channels for paid advertising include print, broadcast (TV, radio), out of home (billboards, etc.), branded content, Internet banner ads, keyword searches, or social network ads.

Steps to Implement

- **Determine a strategy for developing paid advertising content.** There are many different strategies for developing content. In general, you will want to make sure the content you pay to promote resonates with your target audience.

  a. A low-cost idea might be to work with a local college or university through one of their art departments to develop creative content for a public service announcement (PSA) or other paid advertising.

  b. Refer to the information you gathered about where your audience receives target messages and consider whether paid advertising/PSA is appropriate for that context.

  c. Discuss with partners how they might support a paid advertising strategy (i.e., help develop creative content, connect with opportunities for reduced costs advertising).

- **Engage members of the target audience in the development of advertising creative content.** To ensure that the content resonates, consider involving members of the target audience in the development of creative. This could be through focus groups, one-on-one interviews, design sessions, or by inviting members to help co-create content themselves.

- **Coordinate with partners on the timing of the advertising run** and what other activities can be done to support the effort simultaneously. You will likely want to capitalize on the time that your paid content is promoted by hosting events, running press, or any of the other activities mentioned in this toolkit. Using paid advertising as a hook for some of these other activities is also a possibility.

Special Considerations

- **Identify and stick with specific objectives.** As with the other strategies identified in this toolkit, determining the specific objectives for your paid advertising efforts and sticking with those objectives as you launch and run the efforts is important.
- **Keep your target audience in mind.** You will want to be sure that the creative you develop resonates with the target audience.
- **Determine a budget.** For each medium, consider the size of audience you would like to reach and the desired frequency of your messaging. These factors will help determine the budget. It also is helpful to have an estimate of the cost of developing high-quality advertising materials. If your current funding will not allow you to develop high-quality creative materials or advertise on platforms that are most popular with your target audience, you may consider alternative or low/no-cost options or reallocating resources.

Potential Benefits

- Quickly drives traffic and encourages engagement with content (especially digital).
- Increases message reach and potential exposure.
- Allows for control over message framing and approach.
- Allows for the extension of messaging into spaces where the target audience may not be seeking it organically.
- Provides opportunity for accessing a larger share of the target audience than other strategies.

Potential Barriers

- Cost and sustainability.
- Potentially limited resources for audience research, development of creative materials, and placement.

Conclusion

The specific activities you include in your efforts to blanket the community with coordinated messages will vary depending on resources and the partnerships you establish. You will likely want to refer periodically to the activities above to determine what else you may add as resources become available. The worksheets below will also help organize and coordinate the efforts and can be used to revisit the efforts. Working with your team, review the activities above and determine the level of resources you have and effort you need to start working on coordinated activities. Then, use the worksheets to start planning your coordinated approach to engaging and mobilizing the community. **The next step of this toolkit will focus on assessing and evaluating your efforts to blanket the community with coordinated messages.**

Step 3 ▶ Worksheet 1: Partnership Plan

Potential Partner	Relationship with Community and Target Audience	Desired Partnership Level	Staff/Organization Responsible for Outreach

Step 3 ▶ Worksheet 2: Community Engagement Plan

Community Member/Group	Preferred Communication Channel/Information Source	Role in Coordinated Communication Effort	Resources Available	Staff/Organization Responsible

Step 3 ▶ Worksheet 3: Content Calendar Template

Consider developing a content calendar that you can share with your partners (at all levels—but potentially with varying levels of detail) to support message coordination.

Post Date	Internal Due Date	Author	Topic/Title	Content/Details	Call to Action	Supports Events/ Materials	Target Audience

Step 3 ▶ Worksheet 3: Content Calendar Template

Month

____

<table>
<tr><th>SUNDAY</th><th>MONDAY</th><th>TUESDAY</th><th>WEDNESDAY</th><th>THURSDAY</th><th>FRIDAY</th><th>SATURDAY</th></tr>
<tr><td></td><td></td><td>Holiday</td><td>Blog post</td><td></td><td></td><td></td></tr>
<tr><td></td><td colspan="5">Lead campaign</td><td></td></tr>
</table>

<table>
<tr><th>SUNDAY</th><th>MONDAY</th><th>TUESDAY</th><th>WEDNESDAY</th><th>THURSDAY</th><th>FRIDAY</th><th>SATURDAY</th></tr>
<tr><td></td><td>Press outreach</td><td></td><td>Blog post</td><td>Webinar</td><td>Special promotion</td><td>Event</td></tr>
<tr><td></td><td colspan="5">Lead campaign</td><td></td></tr>
</table>

<table>
<tr><th>SUNDAY</th><th>MONDAY</th><th>TUESDAY</th><th>WEDNESDAY</th><th>THURSDAY</th><th>FRIDAY</th><th>SATURDAY</th></tr>
<tr><td></td><td></td><td></td><td>Blog post</td><td></td><td>Special promotion</td><td>Holiday</td></tr>
<tr><td></td><td></td><td></td><td></td><td></td><td>Press outreach</td><td>Event</td></tr>
<tr><td></td><td colspan="5">Lead campaign</td><td></td></tr>
</table>

<table>
<tr><th>SUNDAY</th><th>MONDAY</th><th>TUESDAY</th><th>WEDNESDAY</th><th>THURSDAY</th><th>FRIDAY</th><th>SATURDAY</th></tr>
<tr><td></td><td></td><td></td><td>Blog post</td><td></td><td></td><td></td></tr>
<tr><td></td><td colspan="5">Lead campaign</td><td></td></tr>
</table>

<table>
<tr><th>SUNDAY</th><th>MONDAY</th><th>TUESDAY</th><th>WEDNESDAY</th><th>THURSDAY</th><th>FRIDAY</th><th>SATURDAY</th></tr>
<tr><td></td><td></td><td></td><td>Blog post</td><td></td><td>Special promotion</td><td></td></tr>
<tr><td></td><td colspan="5">Lead campaign</td><td></td></tr>
</table>

INDEX

- Holiday
- Lead campaign
- Webinar
- Blog Post
- Event
- Press outreach
- Special Promotion

Step 3 ▶ Worksheet 4: Press Release Template

LOGO

FOR IMMEDIATE RELEASE

Contact: Your Name & Organization
Phone: Contact Phone Number
E-mail: Contact E-mail Address

MAIN PRESS RELEASE HEADLINE
Italicized Sub-header

[CITY, STATE, Month Date—] Lorem ipsum dolor sit amet, consectetur adipiscing elit. Suspendisse vestibulum, mi ut pharetra ullamcorper, mauris est suscipit est, non malesuada diam sapien sit amet arcu. Mauris cursus suscipit ipsum, id venenatis nulla fringilla at. Aliquam erat volutpat. Aenean dictum enim vitae consequat lacinia.

Curabitur sit amet interdum nisl. In id lacinia ligula. Aliquam porta, ipsum in tristique dignissim, eros tellus feugiat magna, in euismod sem sapien semper leo.

Sed blandit sapien nibh, in pretium arcu tristique in. Morbi et ante ut purus dictum varius. Nunc facilisis lorem ut fermentum lobortis. Praesent sit amet augue viverra, luctus ex iaculis, gravida ante.

[Your Business Name] is a [Boilerplate description…]

###

If you would like more information about this topic, please call ______________________________ at ____________________________, or e-mail ____________________________.

Step 3 ▶ Worksheet 5: Sample Meeting Agendas

Community Meeting Agenda

I. **Introduce Meeting Participants**

II. **Review the Meeting Purpose**

III. **Identify the Problem or Problems You Are Trying to Solve or the Issue You Would like to Discuss**

   a. Consider using interactive activities like mind-mapping or the Strengths, Weaknesses, Opportunities, Threats exercise to engage the community members present.

IV. **Identify the Possible Solution(s) to the Problem You Are Trying to Solve**

   a. Consider using interactive activities to engage community members.

   b. Consider working with youth to present possible solutions.

V. **Identify Next Steps and Action Items**

   a. Allow community members an opportunity to participate in the next steps.

Town Hall Agenda

Meeting May _____, __________

12:30	Coffee and Fellowship
1:00	Welcome and Introductions
1:15	Topic Discussion
3:00	Adjournment

Additional Resources

https://www.wethinktwice.acf.hhs.gov/check-your-reality

https://www.instagram.com/wethinktwice

https://www.facebook.com/WeThink2

References

Dragilev, D. (n.d.). How to Pitch Journalists and Get a Response: Practical Media Pitch Examples for Ecommerce Brands [Blog post]. https://www.bigcommerce.com/blog/media-pitch-examples/#the-6-step-process-to-getting-press-coverage

Estacio, E. V., Oliver, M., Downing, B., Kurth, J., & Protheroe, J. (2017). Effective partnership in community-based health promotion: Lessons from the Health Literacy Partnership. *International journal of environmental research and public health*, 14(12), 1550. https://doi.org/10.3390/ijerph14121550

Hann, N. E. (2005). Transforming public health through community partnerships. *Preventing Chronic Disease, 2 Spec no* (Spec No), A03. https://www.ncbi.nlm.nih.gov/pmc/articles/PMC1459461/

Huberman, B., Klaus, T., & Davis, L. (2014). *Strategies Guided by Best Practice for Community Mobilization*. Advocates for Youth: Washington, DC. https://advocatesforyouth.org/wp-content/uploads/storage//advfy/documents/Factsheets/strategies%20guided%20by%20best%20practice_8-11-14.pdf

Step 4

Evaluate the Saturation Plan and Use Your Results

Step 4 offers tools for assessing the implementation of your community saturation efforts and includes information about the kinds of measures you may consider for monitoring implementation and strategies for using the data collected to improve your overall efforts. This step ensures that your community saturation efforts reach the target audience.

Your S.M.A.R.T. objectives developed in the worksheet from Step 2 outline what you will be tracking to determine the overall success of your community saturation initiative (see also Worksheet 1 at the end of this section). This section includes more detailed information about specific measures you can track to assess the reach and engagement of your messaging activities. Consider selecting some of these measures to evaluate progress toward your S.M.A.R.T. objectives. You may also identify measures beyond what is included in this step depending on your S.M.A.R.T. goals and objectives and budget.

Monitor Implementation of Community Saturation Efforts

As you move forward with efforts to ensure widespread engagement with your messages in a community, you will want to keep in mind potential measures to monitor implementation. Given your efforts to mobilize a community in support of SRA, you also may want to consider the extent to which the relevant community stakeholders express support for the campaign goals and the consistency with which community members report hearing uniform messaging across organizations and systems. There is emerging literature on community mobilization. For example, Lippman et al (2016) highlights survey questions you could ask community members about communication patterns in the community.

Before community mobilization occurs, various community stakeholders first need to reach the intended audience. For awareness campaigns, measuring message reach and engagement is a way to monitor implementation of the campaign, as described in more detail below. In-depth evaluation of the campaign's impact may require additional resources like surveys, interviews, or focus groups (Wallington et al., 2018).

Common reach variables of interest include

- Who has been exposed to the messages,
- Demographics of that group (if feasible),
- Date of exposure, and
- Number exposed.

1. **Message reach refers to the proportion of a community exposed to your message.** (We can differentiate this from message frequency, which refers to how often a person in the community has seen a message over time.) Determining how to measure message reach should reflect the specific activities you have selected. For example, your reach measure may be a count of the number of events you have hosted over time, or it may be the number of relevant materials that have been downloaded or shared at various meetings or events. If you are using paid advertising, you should receive regular updates about message reach in terms of the numbers of individuals exposed to your messages. Message reach data will give you a sense of the extent to which you have disseminated your messages and, potentially, who is paying attention (Weiner, n.d.). Because you will be working with partners to disseminate messages, you may also want to develop a system that easily allows you to track how your messages are being disseminated. For example, you may have a spreadsheet that partners can fill out to provide information about message dissemination efforts.

   See Worksheet 2 for a template to track reach and Table 1 on the following pages for potential measures of message reach.

2. **Message engagement involves people's response to initial exposure to a message.** Simply being in physical proximity to a message is different than interpreting the message, acting on it, or sharing it. Because community saturation involves an invitation for community partners who are formally outside campaign staff to be involved in discussing and sharing messages, message engagement measures can tell an important part of the story that message reach alone will not. What constitutes ideal engagement may depend on the call to action you are inviting people to consider. For example, if your call to action is to invite partnership and additional sharing of your messages, ideal message engagement will likely be sharing (via social media or other platforms), some of which can be documented online and some of which might require surveys to measure (especially if happening offline in a classroom, community center, or coffee shop). Message engagement might also be commenting and providing feedback on your messages or seeking your organization or partners for future message sharing opportunities. See Worksheet 3 for a template to track engagement and Table 1 below for potential measures of message engagement.

Table 1 includes potential measures of reach and engagement aligned with the activities outlined in Step 3. Relevant measures for message reach and engagement will vary depending on the specific implementation activities. To document overall success of the community saturation efforts, consider the full scope of reach and engagement as described below. An overall goal should be to increase the diversity of reach and increase engagement throughout your community. One of the key measures of community saturation success is ensuring that every touchpoint with a youth reinforces the same message, whether at school, at the gym, doctor's office, church, home, and on media. Consider both whether you have reached a diverse set of groups and how many groups you have reached overall. Review the compiled reach and engagement measures on a regular basis to track your successes and document any challenges you have experienced. Your reach and engagement measures offer important insights to help inform and refine future activities and identify gaps in existing efforts to saturate the community thoroughly.

Table 1

Measures of Reach and Engagement for Potential Activities

Activity	Activity
1 Leverage existing communication channels	**2 Develop new, direct communication channels**
Reach Measures	**Reach Measures**
▶ Number of channels in which messages are included (i.e., number of partners' newsletters) ▶ Number of end users who subscribe to/receive that communication channel ▶ Number of times different messages are included in different channels ▶ Number of links to your website/message website (inbound links)	▶ Number and type of new, direct channels developed (e.g., one newsletter, three middle schools promoting messaging via posters, two partners promoting messaging via posters on their walls, three neighborhood-specific listservs/e-mail groups, one blog, one social media platform with branded hashtag) ▶ Number of messages included in the channels ▶ Number of end users who subscribe to/receive each communication channel (for context)
Engagement Measures	**Engagement Measures**
▶ Feedback from partners and end users ▶ Evidence of visible action taken; for example, if a call to action in an advertisement is to attend a subsequent meeting, number of people attending the meeting could be counted as engagement	▶ Response received from recipients ■ For a newsletter, this may include a response. For posters in the school, this may include an order for new posters or another school requesting similar posters ▶ Response to specific call-to-action items ▶ Subscribers gained on these channels (the number of new people who have signed up to receive your direct communication)

(Table 1 continued on next page)

Measures of Reach and Engagement for Potential Activities

Activity

3 Develop press releases and press conferences

Reach Measures

- Number of press releases and press conferences held
- Number and affiliation of participants at press conference
  - Number of news outlets that include the press release information in their publications
- Using a tool like Google News Alerts can monitor mentions of your content on the Internet

Engagement Measures

- Press releases metrics
  - Number of social media mentions (shares/likes)
  - Number of resource downloads, content shares, or link clicks
  - Direct follow-up in response to press release content
- Questions and answers during press conferences

Activity

4 Attend community meetings

Reach Measures

- Number and name of community meetings attended
- Messages shared at community meetings
- Number of new partners/individuals recruited to join the effort at community meetings

Engagement Measures

- Comments received at community meetings in response to messages shared
- Requests for additional presentations on topic/content at future meetings

Activity

5 Conduct or use existing training activities

Reach Measures

- Number of trainings at which the messages were shared
- Number of participants

Engagement Measures

- Requests for additional information after training
- Requests for additional partnership opportunities after training

(Table 1 continued on next page)

Measures of Reach and Engagement for Potential Activities

Activity	Activity
6 Develop ongoing relationships with journalists and news outlets	**7 Use social media to mobilize the community**
Reach Measures	**Reach Measures**
▶ Number of relationships with journalists/news outlets, measured by personal contact information for an individual (e.g., LinkedIn connections, number of collected business cards, direct follow-up, and responses) and articles published that include quotes or expert mentions from your organization	▶ Number of impressions (i.e., the number of times the content shared was able to be viewed by others; note that unless impressions are reported as unique they might include multiple exposures for the same person) ■ Many social media platforms have built-in tools to measure reach and engagement. These are a great place to start, but they only measure online reach and engagement
Engagement Measures	**Engagement Measures**
▶ Quality of relationships with news outlets, measured by whether the perspective of your messaging is included in the coverage and whether news outlets call your organization or appropriate partner for comment ▶ Increased web traffic to messaging website and/or organizational website ▶ Number of mentions in news outlets ▶ Using a tool like Google News Alerts can monitor mentions of your content on the Internet	▶ Engagement rate (this is the number of times someone likes/favorites, shares/reposts, or comments/replies on a social media post) ▶ Conversation rate (the number of times your topic or brand/hashtag is mentioned on social media); you will need to use specific tools to measure this (Weiner, n.d.) ▶ Number of clicks through to a website (if that is a call to action)

(Table 1 continued on next page)

Measures of Reach and Engagement for Potential Activities

Activity

8 Conduct community meetings

Reach Measures

- Number of community meetings
- Number of attendees
- Number of attendees according to previous attendance (i.e., did not previously attend, attend some, attend frequently)

Engagement Measures

- Requests for additional information after meeting
- Requests for additional partnership opportunities after meeting
- Comments/evaluation from meeting
- References to the meeting in media or other forums

Activity

9 Use paid advertising

Reach Measures

- Impressions of paid advertising or number of people reached (measured by the advertising platform)

Engagement Measures

- Brand/message or cause search term usage
  - Behaviors that can be measured online using tools like Google Analytics or Google Search Console

If part of your community saturation efforts include online outreach, you might also want to consider tools to monitor message reach and engagement, like the following:

- Google Analytics provides information about website traffic.
- Google Trends is a tool that allows you to track what people are searching for on the Internet. You can also explore by subregion (i.e., state or city). This tool can be used to track a phrase or topic associated with your campaign.
- Social Media Metrics for Federal Agencies is a blog that provides more information about the importance of social media metrics and which ones might be most helpful to collect and monitor.

Although online monitoring tools generate data and are possible to set up for relatively automated data collection, keep in mind that some community connections occur offline. If some people in a community do not use social media platforms, then no measure of social media engagement can tell you whether such people have been included in your efforts. A combination of measurement strategies will likely be crucial to understand whether you have accomplished a noteworthy degree of community saturation.

Using Evaluation Results

Collecting data alone is not enough. Regularly reviewing and analyzing the data with internal and external teams is important in guiding the community saturation effort to ensure data are used to optimize messaging. Evaluation consultants and researchers may also be consulted when conducting statistical data analysis.

Key questions to consider in determining how often to monitor and analyze data include the following:

- Which activities yield the greatest reach and engagement?
- Which activities yield the most optimal ratio of reach or engagement relative to expended resources?
- Are there any activities you can stop because they have limited reach or engagement?
- Are there any changes you need to make to our overall strategy based on what you have learned through our current activities and related reach and engagement measures?

Message reach and engagement data can suggest which activities are most effective and efficient for reaching your end goal. Note, however, that reach and engagement are not synonymous concepts, and you might value each measure differently depending on your saturation goals. Intense engagement among a relatively small number of community members might be important in encouraging ongoing support of youth across the community. It may also represent strong word-of-mouth sharing about campaign goals, especially in the absence of direct campaign messaging. This type of engagement might occur even if overall reach in a community is low.

An appropriate timeline for reviewing data will also depend on the type of activities involved. For example, you will likely have data from social media more quickly and readily than data from activities that develop relationships with news outlets. Journalists, blog authors, and content producers sometimes cannot respond immediately to your encouragement to generate stories on the topics you recommended, so counting the reach and engagement of press relationships will likely require a longer timeline than social media.

The community saturation effort will likely evolve over time as you discover new, available, useful, and cost-effective communication strategies. Use the information gathered during program implementation to refine strategies and activities selected throughout the life of the community saturation effort. Remember that as new tactics are developed and implemented, the evaluation should capture their success and document lessons learned in reaching and engaging the community. Documenting successes and lessons learned can inform your next campaign.

Conclusion

Congratulations! You have reached the end of the toolkit. If you have worked through the steps and completed the worksheets, you should now have measures in mind and a plan in place to help you engage your community by disseminating coordinated messages to advance your organizational goals. By now, you have also had the opportunity to practice using tools that can help you with your efforts to develop a coordinated plan for sharing messages with your community.

After working through this toolkit, we hope you have

- A clear idea of key partners and stakeholders needed for this effort and their roles;
- Clearly defined S.M.A.R.T. objectives that will allow you to measure your community saturation efforts;
- A clear list of strategies and activities you and your partners are undertaking to conduct the community saturation effort and a clear content calendar for moving forward; and
- A strategy for monitoring the implementation of the effort and for using data to make improvements over time.

Your community saturation effort will likely grow and evolve. The worksheets and tools included in this toolkit are also meant to grow and evolve, and it is likely that you will complete and revise them many times. We hope you will share them with new staff members and partners as your collaborations develop. Use them as a reminder of where you have been and where you might go next.

Step 4 ▶ Worksheet 1: S.M.A.R.T. Goals and Objectives

GOAL 1	
	Data Sources for Measuring Objectives
S.M.A.R.T. Objective 1a	
S.M.A.R.T. Objective 1b	
S.M.A.R.T. Objective 1c	

Step 4 ▶ Worksheet 1: S.M.A.R.T. Goals and Objectives

GOAL 2	
	Data Sources for Measuring Objectives
S.M.A.R.T. Objective 2a	
S.M.A.R.T. Objective 2b	
S.M.A.R.T. Objective 2c	

Step 4 ▶ Worksheet 2: Activities and Measures of Reach

	Measures of Reach	Timeline/Frequency of Tracking	Person Responsible
Activity 1			
Activity 2			
Activity 3			
Activity 4			

Step 4 ▶ Worksheet 2: Activities and Measures of Reach

	Measures of Reach	Timeline/Frequency of Tracking	Person Responsible
Activity 5			
Activity 6			
Activity 7			
Activity 8			

Step 4 ▶ Worksheet 3: Activities and Measures of Engagement

	Measures of Engagement	Timeline/Frequency of Tracking	Person Responsible
Activity 1			
Activity 2			
Activity 3			
Activity 4			

Step 4 ▶ Worksheet 3: Activities and Measures of Engagement

	Measures of Engagement	Timeline/Frequency of Tracking	Person Responsible
Activity 5			
Activity 6			
Activity 7			
Activity 8			

References

Lippman, S. A., Neilands, T. B., Leslie, H. H., Maman, S., MacPhail, C., Twine, R., Peacock, D., Kahn, K., & Pettifor, A. (2016). Development, validation, and performance of a scale to measure community mobilization. *Social Science & Medicine*, 157, 127–137. https://doi.org/10.1016/j.socscimed.2016.04.002

Wallington, S. F., Oppong, B., Iddirisu, M., & Adams-Campbell, L. (2018). Developing a mass media campaign to promote mammography awareness in African American women in the nation's capital. *Journal of Community Health*, 43(4), 633–638. http://doi.org/10.1007/s10900-017-0461-1

Weiner, G. (n.d.). The 6 ways to measure awareness campaigns [Blog post]. *Whole Whale*. https://www.wholewhale.com/tips/measure-awareness-campaigns

RTI
INTERNATIONAL