



Reaching More Miami Gardens Residents through Communications

Three-Year Communications Plan

(FY2021 through FY2024)



Plan Facilitated by Live Healthy Miami Gardens' Staff & Stakeholders and Urban Market Analytics, a division of Power Broker Media Group



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Three-Year Communications Plan [FY2021-FY2023]
Live Healthy Miami Gardens (LHMG)

The plan reflected in the following pages was crafted by LHMG Staff and Stakeholders. Over 30 individuals took part in two planning workshops and two surveys, to gather insights and recommendations. Plan development, including research, analysis and survey administration, was led by Urban Market Analytics, a division of Power Broker Media Group. Special thanks go to the Health Foundation of South Florida and Centers for Disease Control & Prevention (CDC), for investing in vision to leverage communications as a key ingredient in impact.

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Introduction - The Need & Opportunity

In August 2020, Live Healthy Miami Gardens (LHMG) is mid-way through its sixth year as a collective impact initiative committed to achieving better health outcomes in the City of Miami Gardens, Florida. LHMG is also poised to begin year three as a funded partner of the Centers for Disease Control and Prevention (CDC) Racial & Ethnic Approaches to Community Health (REACH) Program.

Communications will become a larger facet of LHMG strategies for impact in the years ahead. This three-year Communications Plan will help guide the work of LHMG stakeholders as they expand outreach, build brand presence, and influence more residents and other stakeholders to take action to improve their health.

Urban Market Analytics (UMA) was selected by LHMG to help develop the new plan. UMA's goals in undertaking the project were to:

Create a streamline schedule of content and communications that is both sustainable for LHMG (as a small backbone organization), and capable of reaching many more hearts and minds with information and inspiration.

Begin piloting and refining key messages, content, and communications strategies with LHMG.

Approach & Framework

In developing the new plan, UMA used guidance by Kellogg Foundation about major elements of a strategic communications plan. The project began with a two-month Audit of LHMG communications investments and impact. The Audit explored the following.

Actions [What LHMG does to communicate with its audience]

UMA summarized LHMG's investments in communications activities and the media

properties supported by LHMG, including digital, social, and print media. UMA engaged national social media consulting firm Gnooodl to review LHMG's social media properties for audience size, frequency of posts and audience engagement.

People & Partners [Who helps LHMG reach its audience]

UMA summarized the people and partner organizations involved in helping LHMG to communicate with its targeted audiences, including in-house team members, community partners and outside experts and consultants.

Impact [Results of LHMG communications efforts]

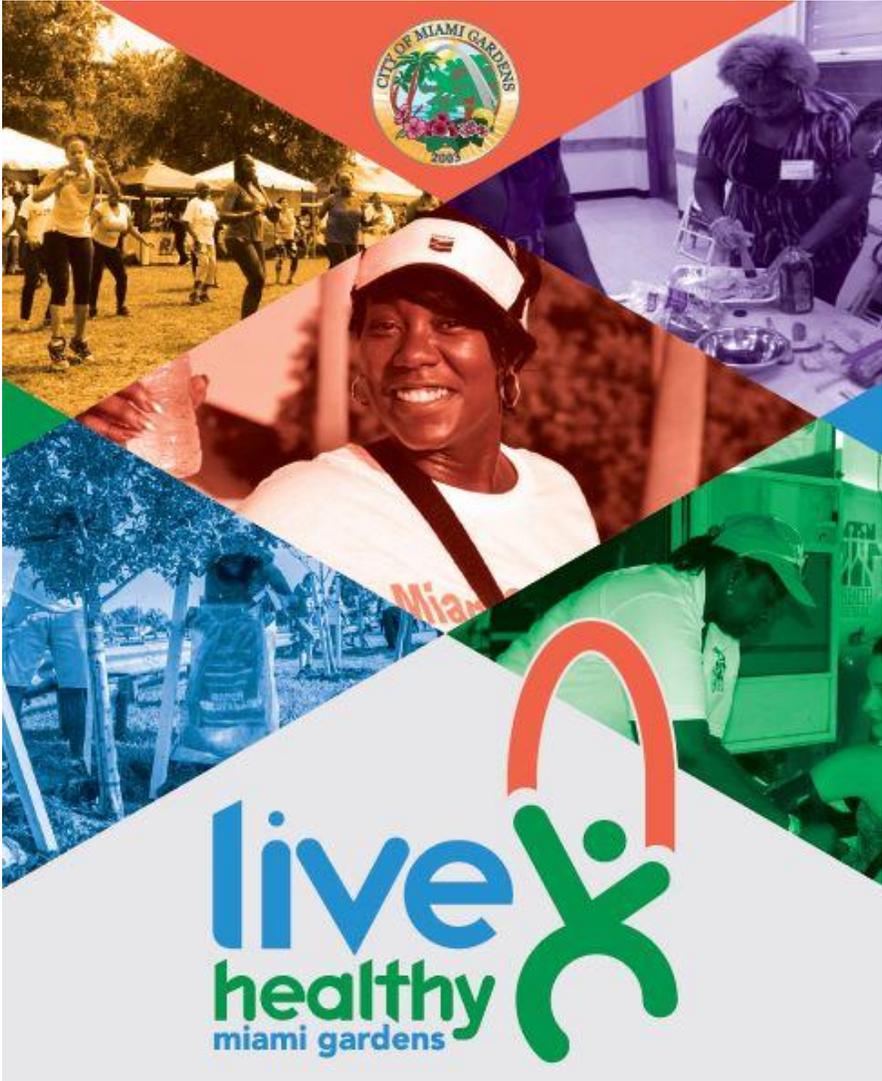
UMA summarized the media results of communications investments by LHMG and its partners, including earned media coverage and online appearances, by type.

Other elements of plan-building included select stakeholder interviews; two workshops with stakeholders (face-to-face in March 2020 and virtually in August 2020); research on the best and latest communications strategies for non-profits and government entities with emphasis on collective impact, and data gathering across a broad range of topics.

In addition to the plan, UMA will support the start-up phase of plan implementation, working with content creators (a graphic designer and writer) and the LHMG team to design media and marketing materials that will be fielded through new communications activities.

Part I:

LHMG's Current and Past Communications Planning Efforts



This design is one of many vibrant, full-color collateral pieces created by Nadashi Marketing, with support from the Health Foundation of South Florida, to fuel LHMG's outreach and marketing activities.

What LHMG Does to Communicate

Phase I of designing the new Communications Plan was an Audit by Urban Market Analytics (UMA) of LHMG's communications assets and activities.

Major Conclusions of Audit

LHMG has a strong, highly visible presence, especially given its small communications budget. UMA's audit found that LHMG scored well in **active use of comms platforms** and scored passably in **comms investments**.

On the Plus Side, LHMG...

- Has compelling goals, a well-developed narrative, and engaging images
- Aably leverages partner resources
- Is supported by the City of Miami Gardens' communications team and infrastructure
- Attracts substantial in-kind supports
- Garners respectable volume of earned media

On the Flip Side, LHMG...

- Is not budgeting enough to wield communications as a strategy for impact
- Could use more dedicated staff time to carry-out communications functions
- Misses out on a wealth of news stories
- Underutilizes its expansive partner network

Channel Experience

Over the years, LHMG staff and partners have ably led diverse comms strategies that include event marketing, radio, Facebook Live, street teams, text alerts, engagement campaigns such as the successful **Take Your Loved Ones to the Doctor** project, E-News, and social media. The new plan will build on this experience and set new processes and staff roles that enable an increased volume of comms activities by staff, and more effective use of social capital and volunteerism of LHMG stakeholders.

Messaging & Content Developed

LHMG has a trove of creative content that has been used to support several dozen projects

and special events over the past five years. LHMG's **print and digital content** uses vibrant images and colors and accessible messages.

In this regard, UMA recommends "If it ain't broke, don't fix it." The development of new collateral should build from work done by Nadashi Marketing, with support from the Health Foundation of South Florida.

LHMG has also amassed a repository of **videos and Facebook Live sessions** and has a large photo library (though UMA recommends higher-resolution photography in future).



Left: A rack card created by Nadashi Marketing as part of a collateral kit in 2017

Communications Infrastructure

LHMG has a well-rounded communications infrastructure, thanks in large part to the support of the Health Foundation of South Florida and to the capacity of LHMG's Host Agency, City of Miami Gardens. Infrastructure includes a Communications Committee, which was formed during LHMG's founding days (in 2014) and continues to meet monthly to guide LHMG's comms activities. With funding from the Health Foundation, LHMG has developed several building blocks, including:

1. A Communications Plan (2017)
2. LHMG Key Messaging Document
3. LHMG Market Research Report
4. A Branding Quick Guide (Style Guide)
5. A Stakeholder Communications Guide
6. Media Kit

The Appendices contain a list of collateral and communications infrastructure in place.

The LHMG Collateral Library

The image below is a portion of one of the Fact Sheets created for each of LHMG's five Health Impact Areas. The image below is page 1 of a two-page Fact Sheet for LHMG's ATOD Sub-Council. For a partial library of LHMG content (from 2014 to 2020), review the August 2020 Marketing Audit PowerPoint summary on www.urbanmarketanalytics.com/LHMG.

**ONE COMMUNITY.
STRIVING FOR
MENTAL WELLNESS TOGETHER.**

A community where all residents' physical, emotional and spiritual needs are fulfilled. The City of Miami Gardens, in partnership with Health Foundation of South Florida wants to help you live, learn, work and play in healthy ways.



**LIVE HEALTHY MIAMI GARDENS
FOCUS AREAS**

PHYSICAL ACTIVITY

NUTRITION

PRIMARY HEALTHCARE

ATOD
ALCOHOL, TOBACCO & OTHER DRUGS

live healthy
miami gardens

MENTAL HEALTH

WWW.LIVEHEALTHYMIAMIGARDENS.COM

LHMG's Ratings on Active Use Scales for Outreach Strategies

Digital Media

ACTIVE USE SCALE (10 = Highest & Best Score)



SCALE: 2=Website is operational 2=Website has current news, events and or features 1=Website allows content submission by readers/viewers 2=E-Newsletter is published 1=Digital advertising is routine 1+=Each organized digital media program supported

LHMG operates two digital media properties - an [organizational website](#) that appears to remain fairly up-to-date, and an E- newsletter sent intermittently. The website recently underwent redesign; the new site will be up-and-running in August 2020.

■ **Recent News Content** - The current website has a News page. It features 10 news items that span a three-year timeframe (May 30, 2015 through approximately October 2, 2018; note - two posts are undated). LHMG's has done E- newsletters three times yearly since 2015.

■ **Recent Event Updates** - LHMG's website features a calendar of events that lists events through March 2020. In the month of January, eight events were promoted; the February calendar featured zero events; and the March calendar had one event noticed.

■ **Contact Form & Response** - The website features a Contact Us page and form. UMA submitted a comment and did not receive a reply or confirmation email from LHMG.

■ **Digital Media Programs** - LHMG does not currently support any organized digital media programs.

Social Media

ACTIVE USE SCALE (10 = Highest & Best Score)



SCALE: 1+=Each social media page that is minimally active* 1=Reaching 2,000+ Audience +1=Each increment of 2,000 Audience and +1=Each post per week in excess of 4 posts

LHMG has created at least four social media properties: YouTube, Facebook, Twitter, and Instagram. LHMG has a combined 2,101 friends and followers across the four social media pages listed in the table below.

■ **Social Media Uses** - LHMG uses social media routinely. The organization appears to use social media most often in the promotion of special events and program resources. LHMG has also supported a series of Facebook Live sessions curated by MD Marketing Network, a growth strategy firm "dedicated to serving those who are committed to improving lives and transforming communities."

■ **Social Activity** - A search performed by Gnoodl (a social media consultancy) found that three LHMG social media pages were Active, according to Gnoodl frequency benchmarks for community-focused initiatives.* LHMG posts four to 10 times monthly on Facebook, Twitter, and Instagram. The initiative had not yet created Snap Chat or TikTok strategies, as of the January 2020 audit process.

**Facebook, Twitter, and Instagram are "Active" if they feature an average one post weekly for the past three months; YouTube is considered "Active" if it supports an average one post monthly for the past three months.*

Table 1: Social Media Activity Profile**

Platform	Account	Address	Active	Audience	Last Post	Frequency of Posts
YouTube	✓	https://www.youtube.com	No	6 Subscribers	Oct 4, 2019	Twice yearly
facebook	✓	@livehealthymg	Yes	1,321 Likes	Feb 27, 2020	4 to 6 x monthly
twitter	✓	@livehealthy_mg	Yes	305 Followers	Feb 27, 2020	5 to 10 x monthly
Instagram	✓	@livehealthymg	Yes	469 Followers	Feb 27, 2020	4 to 6 x monthly
SnapChat	✗	N/A	No			
TikTok	✗	N/A	No			

**As of as of January 6, 2020

Print & Other Media

ACTIVE USE SCALE (10 = Highest & Best Score)



SCALE: 2=One+ print media property routinely used 2=Poster/flyer/palm card distribution deployed 1=Semi-annual or quarterly impact reports published 1=Annual reports published 1=Issue White Paper or Research/Data Briefs published 1+=Each additional media type routinely used

■ **Print Media** - LHMG does not operate a print media property but is adding print to its schedule in 2020. A newly revived City of Miami Gardens newspaper will carry LHMG content such as feature articles on people with health gains as a result of LHMG initiatives. A new magazine by the City- released Super Bowl 2020 weekend - featured LHMG.

■ **Routine Impact Reporting** - LHMG is beginning to generate a standardized approach to impact reporting. The initiative will publish a comprehensive six-year report in 2020.

■ **Grassroots/tops Outreach** - LHMG has made it a practice to distribute event related flyers in grassroots/grass tops locations (e.g., community centers, children & youth service sites, houses of worship, etc.).

■ **Radio** - LHMG stakeholders have been on-air several times, including interviews airing on gospel radio WMBM 1490 AM and the [City of Miami Gardens' Radio Program](#) which is available online and via Google Play app.

■ **Research** - LHMG has developed several research brief materials in recent months. LHMG's ATOD Sub-Council partnered with The Resource Room, the Health Foundation of South Florida, SparksInitiative, and others, to produce a Data Book on the Alcohol Retail Environment in Miami Gardens, released in March 2020. The same team produced 2-page Issue Brief featuring policy changes proposed to City leaders. Separately, LHMG and the Health Foundation produced a Fact Sheet on the Healthy Procurement Ordinance adopted by City Council in 2018.

LHMG Investments in Communications

Funding, Tools & Technology

ACTIVE INVESTMENT SCALE (10 = Highest & Best Score)



SCALE: 2=Communications strategy is in place 2=Comms strategy is actively implemented 2=Marketing budget in place 1=Marketing expenditures happen as planned 1=Investments seen as adequate by leaders 1+=Each marketing tool or technology solution in use (up to 5)

■ **Communications Plan** - LHMG has used a viable communications strategy in years past. The new communications plan will be executed in FY2021 through FY2023 (the final year of LHMG’s first CDC REACH grant).

■ **Budget** - LHMG currently has a marketing budget of less than \$20,000 in its FY2020 forecasted expenditures and is spending the

budget as planned. In years past, LHMG has not established a marketing budget and marketing expenditures were minimal.

■ **Adequacy of Budget** - Investments are not seen as adequate by LHMG leaders; efforts are being made to expand comms activities. See How Much section of this plan document

People & Partnerships Helping LHMG Reach its Audience

This section documents the people and partnerships that help LHMG to reach and influence its audience, including in-house team members responsible for comms activities; outside experts engaged to help LHMG; and partner organizations supporting LHMG comms.

Human Capital Investments

ACTIVE INVESTMENT SCALE (10 = Highest & Best Score)



SCALE: 2=Staff assigned to comms roles 2=Staff active in assigned roles 2=Volunteer leaders (e.g., board) involved in comms strategy 1+=Each comms specialty supported by outside experts (e.g., public relations)

■ **Staff Team & Contractors** - LHMG does not have a dedicated communications-related staffer (e.g., marketing director). Rather, communications activities are carried out by LHMG’s 2.5 full-time staff with frequent support from the City’s Public Affairs Division and consultants who lend specialized support throughout the year. The latter includes Melissa Dunn, of MD Marketing Network.

LHMG Program Director Thamara Labrousse manages and directs all communications activities. Program Associate Tracy Joseph is responsible for managing LHMG’s outreach and social media activities. Administrative Assistant Quintina Hayes leads business communications such as meeting notices and

agenda development. This same team will lead the way under the new Communications Plan, each with added duties under the plan.

■ **Communications Committee:** LHMG has maintained this Committee since its inception “to guide and advance marketing; build brand awareness; and to lend input to the promotions of LHMG events, programs and services.” The Committee has helped spearhead several key elements of work including a Stakeholders Communications Guide. It will play a lead role in decisions about the comms plan; its members will meet twice monthly in October and November of 2020 to decide the schedule of themes LHMG will follow in FY2021 and shape creative elements of the plan.

Partner Contributions

ACTIVE INVESTMENT SCALE (10 = Highest & Best Score)



SCALE: 2=A partner-based communications program is in place 2=Five+ partners are cross-promoting the initiative 2=Partners are recognized and or cross-promoted by the initiative 1+=Each organized partner-anchored comms program in place (e.g., community-targeted engagement campaigns)

■ **Partners Supporting Communications** - LHMG has an impressive roster of partner organizations that contribute to communicating LHMG’s vision and impact. A search by UMA found that at least six partners featured online content about LHMG, over the past three years. Two partners in particular have provided cornerstone support to LHMG’s communications efforts: the Health Foundation of South Florida funded the development of LHMG’s communications infrastructure and City of Miami Gardens, as LHMG Host Agency, provides a range of services to LHMG through the City’s Public Affairs division. City supports include graphic design, press releases, aligned

marketing (e.g., for the Mayor’s Fitness Challenge), and other.

■ **Types of Partner Promotions** - UMA found 11 partner features or listings of LHMG on organizational websites and in newsletters over the past three years. At least two partners featured LHMG in press releases.

■ **Partner Press Releases** - LHMG’s partners appear to be a catalyst in earned media generated for the initiative - particularly the City of Miami Gardens and Health Foundation of South Florida.

Results of LHMG’s Communications Efforts

This section documents the media results of communications investments by LHMG and its partners. Results are based upon internet searches by UMA to capture features and mentions by and about LHMG over a three-and-a-half-year time horizon.

Earned Media & Coverage

ACTIVE IMPACT SCALE (10 = Highest & Best Score)



SCALE: 2=Media features and mentions average at least 6 yearly 2=Media covering the initiative are diverse by audience 2=Media covering the initiative are diverse by format 1+=Each 1 above average of 6 media features and mentions yearly

UMA conducted searches that identified 52 online features and mentions of LHMG, from May 2015 through December 2019.

■ **Earned Media Ratio & Types** - Media coverage made up the largest category of online features and mentions catalogued by UMA (40% or 21 of 52 features and mentions). Coverage by local and regional media included news on LHMG events and articles on LHMG achievements. Other coverage included radio interviews and media calendar listings.

■ **Audience Diversity** - LHMG was featured by diverse local & regional media (by audience demographic). UMA identified coverage by 15 media organizations over the horizon reviewed. The initiative was covered or featured by both mainstream and niche market media such as ethnically targeted media outlets.

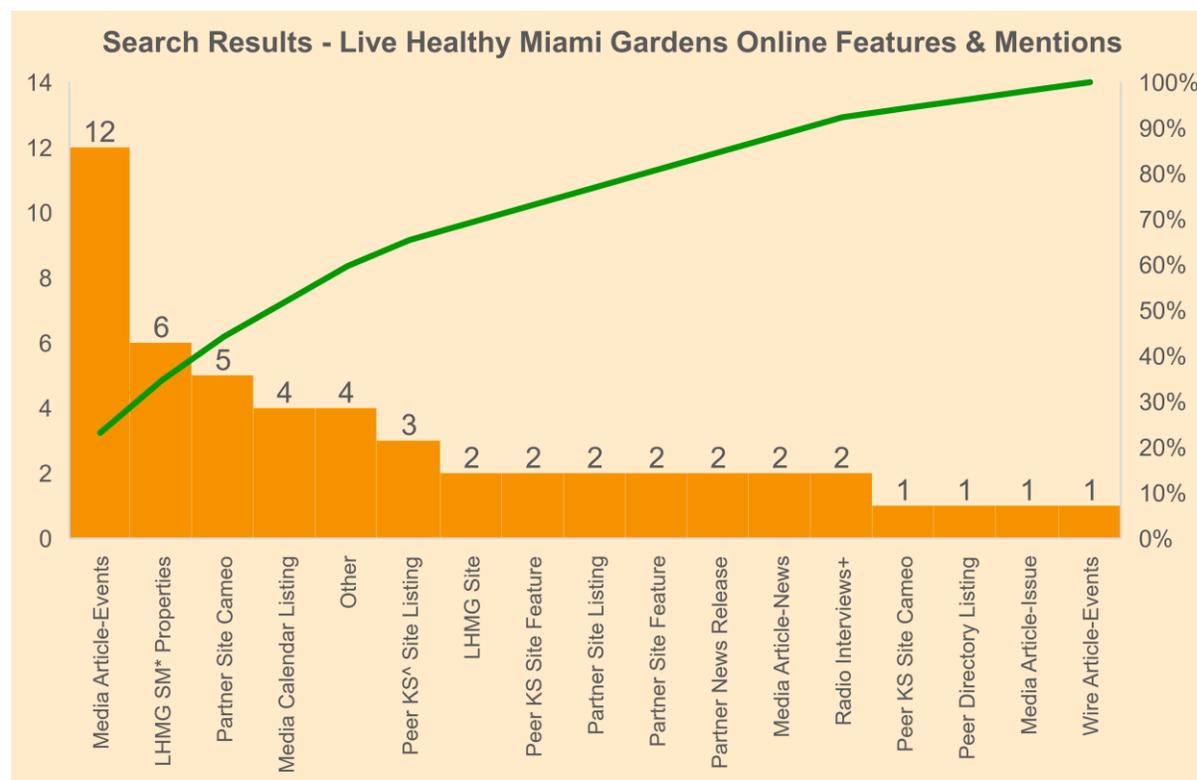
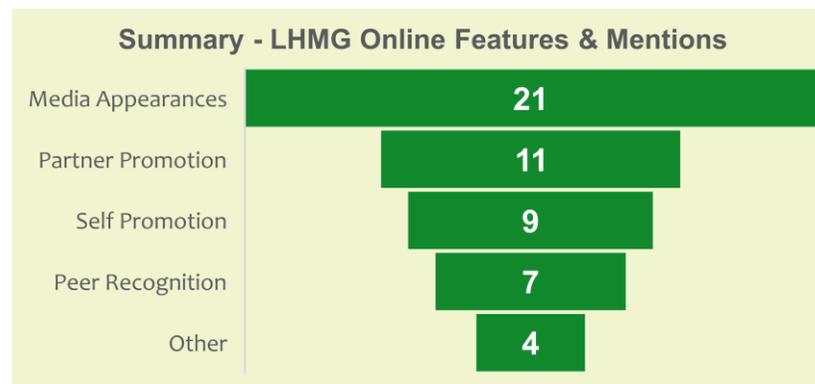
■ **Format Diversity** - Media coverage also diverse by media type. LHMG was covered or featured by digital, print, and radio media.

🔗 See [Online Features & Mentions](#) next page.

Online Features & Mentions

LHMG was featured and mentioned in 52 online pages and posts over the timeframe reviewed by UMA (May 2015 through December 2019).

Media appearances made up 40% or 21 of LHMG features and mentions. **Partner promotions** were the next largest category at 21% or 11 of LHMG features and mentions. Notably, the total included 7 cameos or features of LHMG on **peer-to-peer knowledge sharing platforms**.



Types of Features & Mentions

	Number
LHMG Site	2
LHMG SM*	6
Peer KS^ Site	3
Peer KS Site	1
Peer KS Site	2
Peer Directory	1
Partner Site	2
Partner Site	5
Partner Site	2
Partner News	2
Media Article-	12
Media Article-	2
Media Article-	1
Media Calendar	4
Wire Article-	1
Radio Interviews+	2
Other	4
TOTAL:	52

*SM=Social Media
 ^KS = Knowledge Sharing
 +Including 1 radio mention

Part II:

A New Communications Plan for LHMG [FY2021-2023]

Who Part 1: Priority Audiences



LHMG stakeholders took part in two work sessions in 2020 that explored the question of which groups of people (audiences) will be top priorities for LHMG during the three-year Communications Plan. Following the results of a survey among LHMG stakeholders (see results at right), LHMG staff and volunteer leaders identified four priority audiences:

- **Health-challenged residents** whose actions and decisions have the most direct impact on LHMG goals
- **Community-based organizations (CBOs)** who are best positioned to reach and help engage targeted residents and whose work, aligned with others, can continue to move the needle of progress
- **Funders** whose investments and inputs are vital to sustaining momentum in improving health outcomes in Miami Gardens
- **Business owners** who - through their business decisions - can have (and are having) a powerful impact on health outcomes for City residents

Survey Results (March 10, 2020)

Which audience is LHMG reaching with the most frequency?

Respondents indicated that LHMG is reaching local public sector leaders most frequently, followed by health-challenged residents and community-based organizations with 7 and 6 votes, respectively.

Which audiences is LHMG best at engaging?

Mirroring the results above, the same three groups were felt to be LHMG's sweet spot. Respondents indicated that LHMG is best at engaging Community-based organizations (6 votes), Health-challenged residents (5 votes) and Local public sector leaders (4 votes).

Which audiences need to hear or see more from LHMG to achieve its goals?

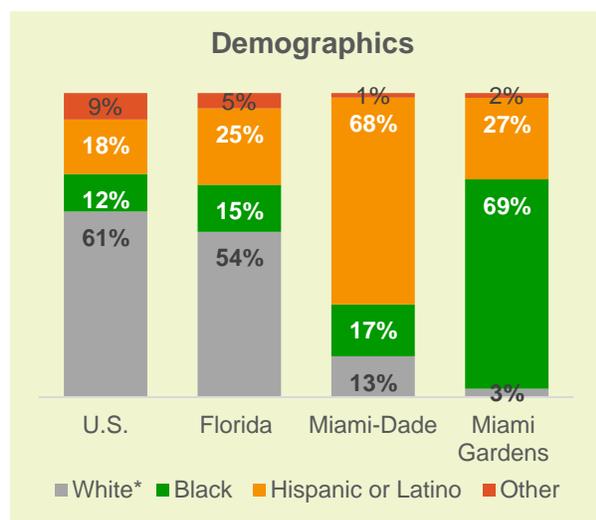
The top three groups identified by respondents in answer to the bolded question above are Business owners (6 votes), Health-challenged residents (4 votes), and Private sector funding leaders (4 votes).

Profile: Miami Gardens Residents

LHMG was created to improve the health of people who live and work in the City of Miami Gardens. The vast majority of people targeted by the LHMG are residents of the City.

Demographics

Miami Gardens is home to over 112,000 people, making it the third largest City in Miami-Dade County and the largest majority-Black City in Florida. Nearly 70% of residents are Black; 27% are Latino; and 2.8% are White.¹ This is in stark contrast to the rest of the county and state.



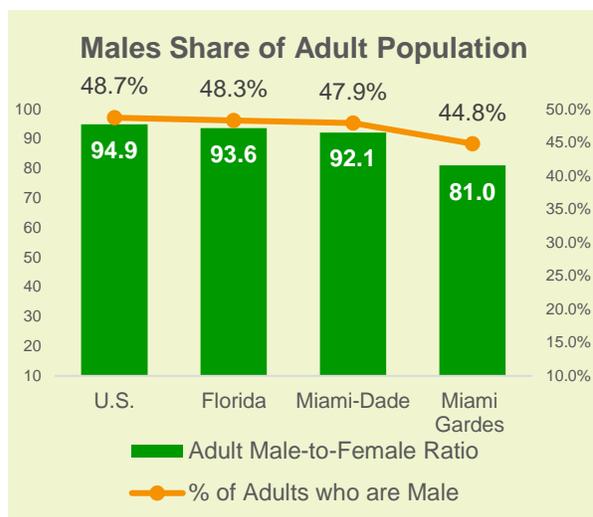
Latinos have become a larger share of the City populace since 2010. From 2010 to 2018, the number of Latino residents grew by 6%.

	2010	2018	Change
White*	3%	3%	0%
Black	74%	69%	-6%
Latino	21%	27%	6%
Other	1%	2%	0%

*White, Not Hispanic or Latino

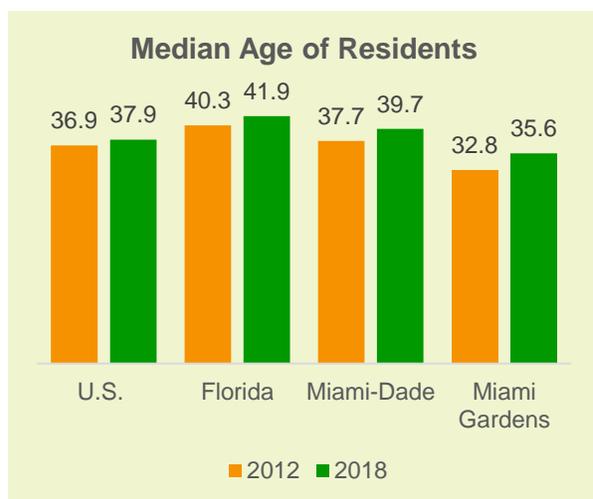
By Gender

Miami Gardens has a higher female-to-male ratio than the county and state, which presents added health risks, e.g., the City has a higher ratio of female-headed households (47% in Miami Gardens versus 27% for Florida²). Just under 45% of adults in the City are male, a significantly lower percentage than the county, state, and national averages.³



Age of Residents

Though the median age of Miami Gardens residents rose in recent years, the City has a younger median age than Miami-Dade County, Florida, and the U.S.⁴



Over one-quarter of the City population is younger than age 20 (26.3%).

Ages	No. of Residents	% of Miami Gardens	% of Miami-Dade's
0 to 19	29,713	26.3%	22.8%
20 to 34	25,731	22.8%	20.8%
35 to 54	29,115	25.8%	28.9%
54 to 64	13,807	12.2%	12.0%
65+	14,547	12.9%	15.6%
TOTAL:	112,913	100%	

Residents Without Health Insurance

More of Miami Gardens residents have health insurance today than in 2012, when most LHMG baseline data were set. In 2012, an estimated 27% of the City population was without health insurance. In 2018, the Census measured 22% without health insurance (a five-point decline).



Miami Gardens residents made progress in accessing health insurance over the six years studied, but not as much progress as their peers across the rest of Florida and the nation.

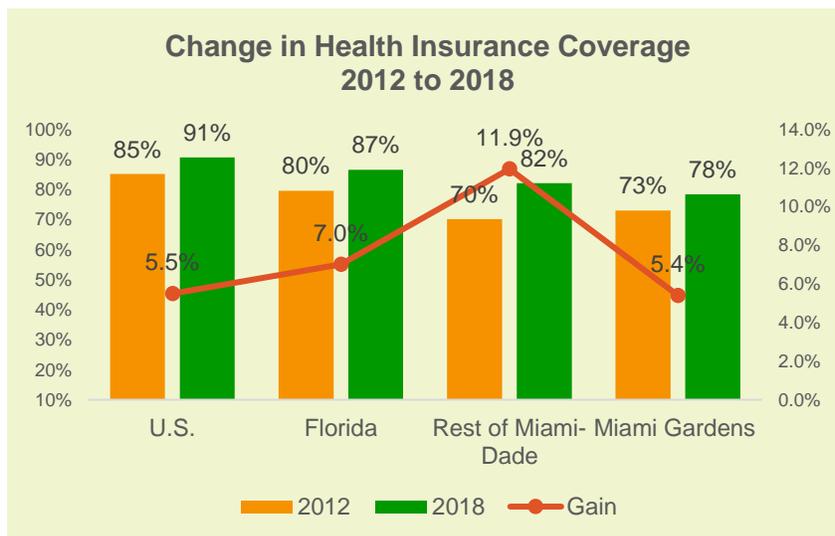
Note in the graph below that Miami Gardens lags Miami-Dade County in the share of the population that has health insurance coverage (78% in Miami Gardens versus 82% across the rest of the County).⁵

Both Miami Gardens and Miami-Dade County lag the rest of Florida and the nation in coverage. Approximately 91% of U.S. residents

have health insurance, which is 13 points higher than the rate in Miami Gardens.

The new Communications Plan will increase promotions of vital connections to preventive and primary health care. LHMG will increase its investment in the Take Your Loved One to the Doctor Campaign, which was successful in its pilot phase.

The goal in 2021 is to double the number of people who take the pledge to visit a physician in the near future.



Miami Gardens (2018)

Uninsured		No.
Adults		21,774
Children		2,696
All		24,470
Insured		No.
Adults		62,807
Children		25,535
All		88,342
Source		No.
Private Insurance		49,135
Public Insurance		44,381
All		88,342

Residents with Health Risks & Challenges

Though LHMG is still working to develop a fuller picture of Miami Gardens' "health challenged" population, available data show tens of thousands of adults with chronic diseases and other health risks in Miami Gardens.



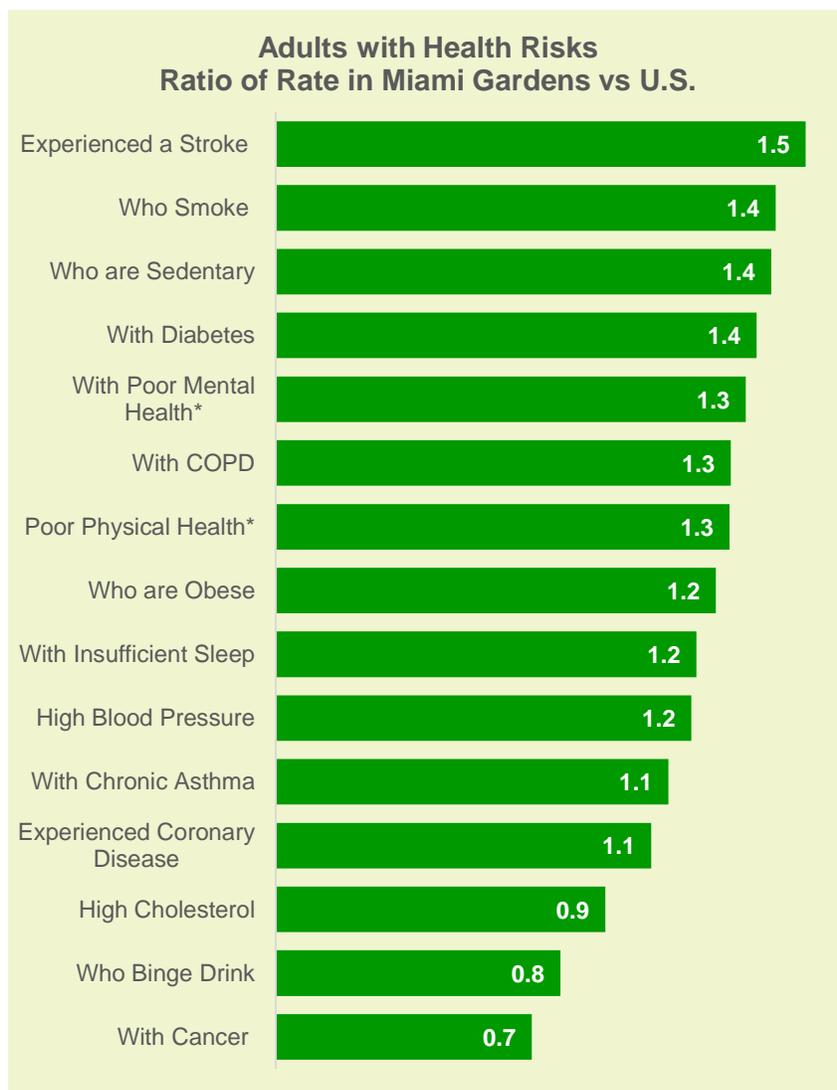
The most current data on resident health statuses (at MiamiDadeMatters.org⁶) shows higher rates of several chronic diseases in Miami Gardens, compared to the United States as a whole, including higher rates of heart disease, diabetes, and respiratory diseases among adults.

Data from 2017 show that 1.5 times more adults in Miami Gardens have experienced a stroke, compared to adults across the U.S.; 1.4 times more have diabetes; 1.3 times more suffer with COPD; and 1.2 times more suffer high blood pressure.

The data also show higher risk levels for Miami Gardens adults versus their peers across the U.S. As examples, 1.4 times more Miami Gardens adults smoke, 1.5 times are sedentary, and 1.25 more are obese.

Miami Gardens Residents Suffering Health Risks

The risk and disease rates translate to an estimated 45,000 adults in Miami Gardens who are at higher risks of chronic disease and roughly 33,000 who are chronically ill.



Note in the graph below that over 30,000 Miami Gardens adults are sedentary or obese, close to 20,000 smoke, and nearly 33,000 tested positive for high blood pressure in the past five years.

Just over 15% of adults (13,600) report having poor physical health for 14 or more days within the past month. An even larger number (14,200) report having poor mental health.

As for those suffering from chronic diseases, nearly 12,700 adults in Miami Gardens have diabetes; over 8,600 have chronic asthma; 7,320 suffer with COPD; and roughly 5,860 have experienced coronary heart disease.

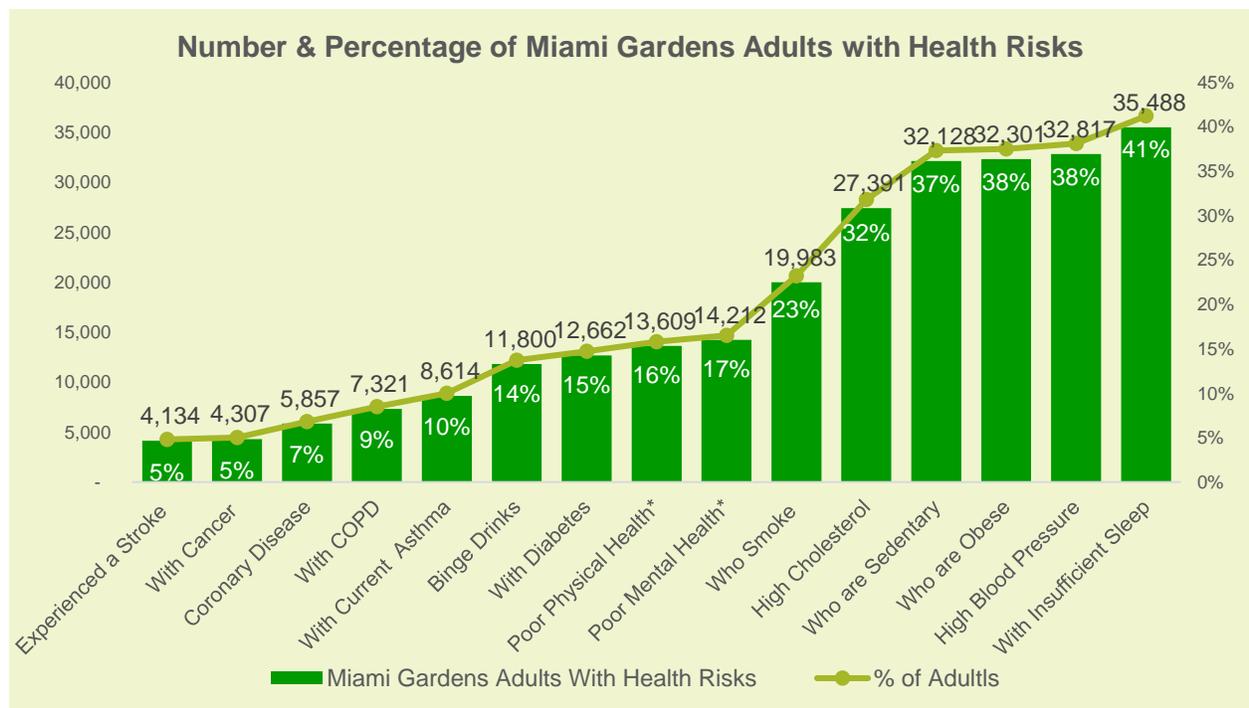
More urgent is the fact that things are not getting better. Adults in Miami Gardens reduced the prevalence of only four of the 15 health risks featured in the table and graph. Prevalence rates were stagnant for seven of the health risks; and prevalence rates increased for five of the health risks, e.g., the share of adults who smoke rose by 2.8% and the share who are obese rose 3.9%.

In FY 2020, LHMG’s programs have so far touched the lives of nearly 20,000 people who live and work in the City in FY2020. LHMG’s new

Communications Plan is designed to increase the reach of information that can influence more residents to make positive health choices, and that connects more of them to programs and activities to improve their health.

Change in Miami Gardens in Most Recent 2-Year Period (2015 to 2017)

Health Risk	Change
High Cholesterol	-4.0%
Taken Blood Pressure Meds	-3.6%
Who are Sedentary	-3.4%
Insufficient Sleep	-2.4%
Who Binge Drink	-0.4%
With Cancer	0.0%
Who Experienced a Stroke	0.2%
With Diabetes	0.3%
With Heart Disease	0.4%
High Blood Pressure	0.5%
With Chronic Asthma	0.6%
With COPD	1.0%
Poor Physical Health	1.1%
Poor Mental Health	2.1%
Who Smoke	2.8%
Who are Obese	3.9%



Who Part 2: Communications Leaders

The new Communications Plan will be led by the LHMG staff team; guided by the LHMG Communications Committee; and supported by the City's Public Affairs Department.

LHMG Staff Team

LHMG's Project Director takes a lead role in communications activities. The initiative does not currently have a dedicated communications staffer. Rather, communications activities are carried out by LHMG's 2.5 full-time staff with frequent support from the City's Public Affairs Division and consultants who lend specialized support throughout the year. The latter includes Melissa Dunn, of MD Marketing Network.

LHMG Program Director Thamara Labrousse is responsible for managing and directing all communications activities, both internal and external. Program Associate Tracy Joseph formerly worked with City Council supporting outreach. She brought her skill set to LHMG and is currently responsible for managing LHMG's outreach and social media activities. Administrative Assistant Quintina Hayes leads routine business communications such as meeting notices and agenda development.

This same team will lead the way under the new Communications Plan, each with added duties under the plan. Their specific roles are spelled out in the *What Part 2* section of this document.

LHMG Communications Committee

LHMG has maintained a Communications Committee since its inception. Its role is "to guide and advance marketing; build brand awareness; and to lend input to the promotions of LHMG events, programs and services." Over the years, the Committee helped spearhead several key elements of work including a Stakeholders Communications Guide and Media Kit.

The Committee will play a lead role in making decisions about the communications plan; its

members will meet twice monthly in October and November of 2020 to decide the schedule of themes LHMG will follow in FY2021 and to shape creative and content elements of the plan.

The Committee will continue to meet monthly in FY2021. Its agenda will include evaluating the progress of the Comms Plan against a matrix of benchmarks (see Appendix), and as needed, approving various plan activities.

Other LHMG Stakeholders

The new Communications Plan envisions an expanded role for other LHMG stakeholders, including service as guest hosts of weekly Podcasts and Facebook Live segments. The plan calls on them to engage their organizations in an expanded partner marketing effort (e.g., promoting LHMG news in E-newsletters).



Mayor Oliver Gilbert (above) has played an invaluable role in LHMG's communications work. In addition to aligning his Mayor's Fitness Challenge and COVID response efforts with LHMG, Mayor Gilbert starred in a video by LHMG to promote SNAP and anti-hunger messages and participated in a Miami Gardens Radio interview with LHMG stakeholders. He also served as a spokesperson for the successful Take Your Loved One to the Doctor campaign.

Who Part 3: Priority Partners in Year One

LHMG has enjoyed the partnership of over 200 organizations in its six-year history. The new Communications Plan approaches partner engagement as a key ingredient to expanding LHMG's audience. Current partners are listed below; those coded red will be asked to support specific communications activities in FY2021.

Coalition Partners

- 24 Hour Fitness
- Abundant Living Health & Wellness
- Resulting Services
- All Star Media Solutions
- Alliance for a Healthier Generation
- Alliance for Aging
- AM 1490 WMBM
- Antioch Missionary Baptist Church
- Beach Stone Counseling
- Catalyst Miami
- Center for Family & Child Enrichment
- Children's Village
- Citrus Health Network
- City of Miami Gardens
- City of Miami Gardens Police Department
- Common Threads
- Concerned African Women
- Dr. Lynn Labrousse
- Early Childhood Link
- FLIPANY
- Florida Department of Health in
- Miami-Dade County
- Florida Div. of Alcoholic Beverages & Tobacco
- Florida Health Networks
- Florida Impact to End Hunger
- Florida Int'l University Herbert Wertheim
- College of Medicine
- Florida Memorial University
- Florida National Guard Counterdrug
- Civil Operations
- Fresh Start of Miami Dade
- Gang Alternative Miami
- Health Education Prevention and Promotion
- Health Foundation of South Florida
- His House Children's Home
- Holy Family Episcopal Church
- Jessie Trice Community Health System

- MD Marketing Network
- Miami Dade County Public Schools
- Miami Gardens Substance Abuse Coalition
- Mt. Pisgah Food Pantry
- Muslim Communities Association of South FL
- New Horizons Community Mental Health Ctr
- Opa-Locka Community Development Corp.
- Optimal Health Medical Center
- Powell Health Solutions
- QQ Research Consultants
- Seeking Education Empowers Knowledge
- Foundation
- Simply Healthcare
- St. Thomas University
- The Children's Trust
- The Miami Coalition
- The Portrait of Empowerment
- The Resource Room
- Trinity Church Peace Makers Family Svc Ctr
- UHI Community Care
- University of Florida/Institute of Food & Agricultural Sciences
- University of Miami
- Urban Health Partnerships
- Urban Health Solutions
- Urban Oasis Project

Program-Specific Partners

LHMG also works with a network of 85 partners (currently) who support implementation of special projects that or funded by or implemented in partnership with LHMG.

- Healthy Restaurant Project (10)
- Food Forrest Schools (3)
- Universal Breakfast Schools (21)
- Safe Routes to School (4)
- Faith & Wellness Project (12)
- WRAP Peer Support (5)
- Healthy Corner Store Project (5)
- SBIRT Initiative* (5)
- HOST** Project (32)

*Screening, Brief Intervention & Referral to Treatment

**Healthy Out of School Time Partners

Why: LHMG Goals

The overarching goal of the new communications plan is to increase the number of Miami Gardens residents who are reached with and influenced by messages and marketing to improve their health outcomes.

The functional objectives of the plan are to develop a thematic schedule and creative content, as well as produce an increased volume of messages and news that reaches targeted groups, through an expanded set of communications channels.

The new communications plans will support LHMG in achieving measurable progress; and evaluation of the communications plan will measure progress toward quantifiable targets:

Increase the number of people who take part in LHMG’s Health Impact Area programs (see Appendices)

Increase the number of people who participate in LHMG’s Take Your Loved One to the Doctor Campaign

Increase the number of people who take part in LHMG’s online education activities, including Podcast and a revamped Facebook Live series

Increase the number of partner organizations that are active with and promoting LHMG initiatives through their own communications platforms, and participating in leadership of LHMG

Increase the number of funders who are aware of and receiving news about LHMG’s work and impact

Production & Audience Growth Targets

The communications plan is designed to significantly increase levels of production of communications content and placements, which will in turn drive audience growth. The table below features targets for both production and audience size over the life of the three-year communications plan.

LHMG Production & Audience Goals [FYs2021-2023]

	Baseline (Mar 2020) Units		Year 1 Goal	Year 2 Goal	Year 3 Goal	Growth Over Baseline
PRODUCTION TARGETS						
News & resource posts to website	2	Per month	12	12	12	10
Event posts to website	4	Per month	12	15	18	14
Social media posts	8	Per month	32	32	32	24
E-Newsletters produced	3	Per year	6	6	6	3
Podcast & FB Live sessions aired	2	Per month	4	4	4	2
Place-based ad positions	4	Per year	20	24	28	24
Social media ad placements	12	Per year	48	48	48	36
Digital media ad placements	0	Per year	24	24	24	24
AUDIENCE TARGETS						
News source subscriptions set-up	5	Sources	20	25	25	20
Media database created	0	Contacts	50	60	65	65
Partner marketing database created	70	Contacts	120	150	200	130
Text database built	500	Numbers	600	750	800	300
Email marketing database built	150	Emails	1,000	1,200	1,500	1,350
Instagram audience built	469	Followers	800	1,000	1,200	731
Facebook audience built	1,321	Likes	1,800	2,000	2,500	1,179
Twitter audience built	305	Followers	600	800	1,000	695
YouTube audience built	6	Subscribers	250	275	300	294

How: New Strategies

The new communications plan is built upon the following strategic building blocks.

Post-COVID & Post George Floyd

The back-to-back forces of the COVID-19 crisis and the global wave of protests in the wake of the murder of George Floyd by police unleashed what some are calling an “awakening” about racial inequities in every facet of life.



The new communications plan purposefully “speaks” to the spirit of the times. LHMGM will fuel new and renewed interest with an increased flow of value-added information on social determinants of health in Miami Gardens. LHMGM will build upon its virtual outreach platform (which was strengthened during the COVID shutdown) to continue engaging large audiences in interesting and influential topics.

The LHMGM team will also leverage Black History Month (which is sure to have a greatly expanded audience in 2021) to launch two of its biggest communications projects in year one of the three-year communications plan - a new Podcast and a revamped Facebook Live series.

In addition to the window of opportunity, LHMGM will leverage the empowered spirit of the times with thematic communications content that captivates the urge to heal from past collective traumas, centering that quest in personal health.

Leveraging Brand Assets

The communications work plan for FY2021 focuses on leveraging existing LHMGM brand

assets, which include more than a dozen programs that are funded by or implemented in partnership with LHMGM, that provide as many as three dozen physical locations for advertising LHMGM goals and sharing information with City residents. The LHMGM Communications Committee and staff will develop discrete branding tools to disseminate among program partners to enhance LHMGM’s brand presence.

Leaning in with Partners

LHMGM has always relied on partner agencies to implement funded strategies and to provide volunteer human capital to LHMGM leadership teams. The new comms plan will develop partnerships as an effective vehicle for expanded resident outreach. LHMGM’s staff will develop new, streamlined processes for earning media through partners’ communications platforms and tools (e.g., coverage in partner e-newsletters).

What & When Part 1: Summary of Work Plan Channels & Content

LHMG stakeholders attended two workshops to help develop the new Communications Plan. In selecting strategies, their overriding theme is “presence,” with a strong preference for channels and content that bring them face-to-face and “live” with key audiences.

Summary of Work Plan

Per the detailed work plan on the next page, LHMG’s Communications Committee will invest two months (October and November 2020) **refining a schedule of themes** that anchor the LHMG’s communications plan in year one.

Thematic decisions will then be encased in a **creative kit** of social, digital, and print ads, along with video promos to support the roll-out of new strategies. The kit will be created in months two and three, building on existing collateral (created by the City of Miami Gardens Public Affairs division and Nadashi Marketing, with support by Health Foundation of South Florida).

Following that, finished creative content will infuse the **eight channel strategies** prioritized in year one of the communications plan (marked with 🌟 in the work plan table).

Eight Channel Strategies

The eight channels and related content include two rounds of **1. place-based advertising** and **2. social & digital advertising** (round 1 unfolding in December and January).

During Black History Month (which is sure to be high-profile in 2021), a new **3. Podcast** will be introduced and LHMG’s **4. Facebook Live** series will be re-introduced with rotating hosts selected from among LHMG leadership teams.

In March, LHMG will conduct its largest annual **5. special event marketing project** for the Jazz in the Gardens series by the City of Miami Gardens. Also in March, LHMG will roll-out a revamped **6. E-**

Newsletter linked to news and other content on the new LHMG site (launching in August 2020).

A series of **7. radio appearances** by LHMG will begin in December 2020 and continue with three additional appearances for the year.

Finally, LHMG will pilot **8. Mobile Conquesting** as an engagement strategy. LHMG will test the strategy during Black History Month 2021, with a budget of \$1,500 to target promotions of the new Podcast. Following one or two cycles of the technique, LHMG staff will debrief to assess its audience impact.

Two New Process Strategies

The new Communications Plan will also build processes that more efficiently use staff support and social capital inherent in LHMG’s expansive partner network.

News Production: LHMG will expand production and promotion of news to key audiences. The goals in FY2021 are to a) create an aggregation process that enables LHMG to more effectively source and promote news and resources; and to b) refine a process of generating and publishing more news and resources.

Branding in All Impact Areas: In FY2021, a priority focus of the communications work plan is leveraging all existing LHMG brand assets, which include more than a dozen programs that are funded by or implemented in partnership with LHMG. LHMG’s staff team and Communications Committee will develop simple, discrete branding tools for use among all programmatic partners to enhance LHMG’s brand presence.

See next page for a detailed tabular work plan for FY2021, following which are descriptions of each element of the plan.

Work Plan Table View: Channels & Content

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Thematic Schedule Developed												
Communications Comm Mtgs	✓	✓	✓	✓	✓	✓						
Creative Kit Developed												
Select Designer												
Design Concepts Presented/Selected												
Design Proofs Done & Edited												
Place-Based Ad Campaign ⚡												
Permissions Secured												
Orders Completed												
Ad Runs Executed												
Social & Digital Ad Campaign ⚡												
Platform Selections Done												
Orders Completed												
Ad Runs Executed												
Mobile Conquesting Pilot ⚡												
News Production Ramps Up ⬇												
20 news source sign-ups done												
News/resource clips created & posted												
Events selected & posted												
Revamped E-Newsletter ⚡												
E-Newsletter Developed												
E-Newsletter Launched (6 per year)												
Branding in All Impact Areas ⬇												
Partner requests disseminated												
Branding tools decided & produced												
Branding tools distributed												
Podcast & Facebook Live Pilot ⚡												
Podcast & FB Live series designed												
Production & host training												
New series begun (4 segments/mth)												
Jazz in Gardens Campaign ⚡												
Request commercial spot at JIG												
Competitively select all partners												
Host Exhibit Space at JIG												
Radio Series Carried Out ⚡												
Radio Show Partnerships Requested												
Radio Segments Carried Out (4/year)												

What Part 2: Detail on Channels & Content

Theme Development

LHMG will work to refine a thematic schedule to anchor the new communications plan and feature prominently in collateral materials and strategies implemented over the three-year communications plan. This work will be led by LHMG's Communications Committee, staff and Host Council. Decisions regarding themes will be made during twice monthly meetings in October and November 2020 to review and make decisions about the following:

- Centering LHMG strategy on meta themes encased as taglines that grace all creative content and are used in tandem with LHMG project brands (e.g., a flyer for a cooking class that features a thematic tagline).
- Creating a calendar to synchronize LHMG communications activities to a schedule of health impact area (HIA) events (e.g., some or all [National Health Observances](#)).
- Developing a tagline, slogan, or distinct creative kit for each of LHMG's HIAs.

In years past, select themes graced LHMG collateral, e.g., Active Living. Healthy and Active, and One Community Striving.



Going forward, the recommended plan affords time for LHMG's Communications Committee and stakeholders to review and decide the most powerful messages to punctuate in the

years ahead, and the schedule by which content will be introduced to target audiences.

Ideas for Future Thematic Taglines

- Get Up & At It
- Get Active
- Connecting You to Care
- The Self-Care Campaign
- The Campaign for Self-Care

Creative Kit Developed

Thematic decisions will be encased in a **creative kit** of social, digital, and print ads and camera-ready art, along with video promos to support the roll-out of new strategies. The kit will be created in months two and three of the work plan. Its contents will infuse the **eight channel strategies** prioritized by the new Comms Plan (📍 in the work plan table). The development of new collateral will build from work completed in Year 2 through the Health Foundation of South Florida and Nadashi Marketing. The Communications Committee will review created content to decide which images, themes, color palettes and content will be carried over to the new plan.

Graphic designs created will include:

- Print and digital ads in five standard sizes (see sizes, next page)
- Poster infographics
- T-shirt design
- Banner designs
- Partner Placard (for framing)
- Partner Decal (for windows/glass surfaces)

Other creative developed in this phase:

- Two video promos of 30 to 120 seconds
- HTML E-Newsletter template
- Press Release / Media Advisory template

Branding in All Impact Areas

The FY2021 communications plan focuses on leveraging all existing LHMG brand assets. LHMG's staff and Communications Committee will develop simple, discrete branding tools for use by all program partners to enhance LHMG's brand presence.



Specific tools will be selected early in FY2021 and may include **tasteful decals** for the window or reception spaces at locations such as the 10 restaurant partners of the Healthy Restaurants Project; **partner plaques** for office spaces; and **camera-ready art** for use in partners' digital, social or print media properties.

The FY2021 work plan includes outreach to inform key partners that LHMGM is revving up its brand-building efforts and to request their use of content in marketing of shared activities and, where possible, in their media products.

Process Targets:

1. Email database of 120 partners updated
2. Outreach to 50 partners by email
3. Outreach to 20 partners by phone
4. Social media "follow" invites and follows done with 20 partner organizations

Place-Based & Online Advertising

The work plan includes two major rounds of advertising in FY2021. Place-based, social and digital media ads will run simultaneously.

Place-based advertising will focus on venues identified as important by LHMGM stakeholders, including parks, bus stops, libraries, super-markets, restaurants, and laundromats that lend for print advertising (e.g., via posters and boards). Billboards and trolleys will reach local residents with place-specific digital advertising.

Social & digital media advertising is a priority for LHMGM stakeholders, as a lower-cost way to frequently reach large numbers of people. Instagram ads and SMS Text Blasts were among the most intriguing channels stakeholders cite.

PBMGM recommends that LHMGM design in batch best pricing, which may entail two to four sets of ads developed in standard sizes. Common digital ad sizes are (in pixels):

1. Facebook Tile 300 x 250
2. Leaderboard 728 x 90 (or Banner 468 x 60)
3. Inline Rectangle - 300 x 250
4. Full Page 8.5" x 11"
5. Poster TBD (multiple sizes available)

Process Targets:

1. Place-based ads at 20 locations
2. Social media ads placed 48 times
3. Digital media ads placed 2 times monthly
4. In-kind partnerships with 6 media outlets
5. Earned media through 6 media outlets

Text Messaging

LHMGM has done a modest amount of text messaging to promote special events and issue Calls to Action. The FY2021 work plan involves a limited focus on this medium, with a budget to text message for two to four higher-profile events or projects by LHMGM.

Special Event Marketing



LHMGM will conduct its largest **special event campaign** in March at the annual Jazz in the Gardens series by the City of Miami Gardens. LHMGM will mass market via four strategies:

- A booth with on-site health screenings available at concert grounds
- Healthy cooking demonstrations & tastings
- A Self-Care Tent with live yoga, stress relief or work-out demonstrations
- A 30-second commercial spot that will air during concert intermissions

Podcasts & Facebook Live

A new Podcast was the idea most frequently cited by LHMG stakeholders during workshops in March and July 2020. LHMG has already created a successful Facebook (FB) Live series that will be recast in FY2021. Both the Podcast and FB Live series will rely on rotating hosts drawn from LHMG stakeholders. LHMG will develop the two products as a single process, including decisions about all creative elements such as name, tagline, logo, length, standing segments, and host management protocols. The plan is for the two products to air four times monthly (two times each, alternating).

Currently, LHMG's FB Live series airs at 3 PM on Tuesdays. It was originally fielded as part of the City of Miami Garden's broad-based response to COVID-19. LHMG's work has included a weekly FB Live segment on diverse themes, and weekly food demonstrations, both successful. A recent five-part series on breast feeding in the post-COVID world attracted 9,700 video views of the live and recorded versions of segments.



To date, Melissa Dunn, MD Marketing Network, has hosted all LHMG Facebook Live segments.

The FY2021 plan will revise the format for more audience interaction. Project Director Thamara Labrousse says "Preset shows support primarily one-way dialogue." Viewers submit questions

in the comment section of posts but are unable to speak their own question and hear it answered in real time (which could heighten their engagement with the topic).

LHMG will also do more pre-airtime promotions to gain more real-time audience participation. One show concept would feature the Medical Director at Jessie Trice, allowing viewers to call in and talk directly with a professional.

The new approach will transition the role of Melissa Dunn, who has hosted all LHMG FB Live sessions to date. In FY2021, Ms. Dunn will train future Podcast and FB Live hosts and serve as coordinator for the first three months of the pilot. Initially, LHMG Project Director Thamara Labrousse will co-host all segments, with guest co-hosts for each. LHMG will conduct a training for stakeholders willing to serve as hosts.

Radio Series

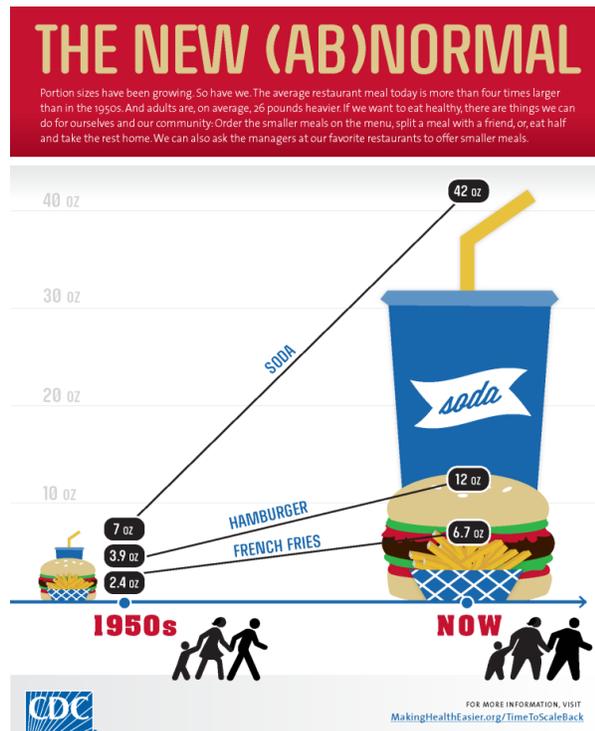
LHMG will aim for eight appearances with two shows in FY2021 - Miami Gardens Radio and Health Talk on Gospel AM1490 WMBM by Dr. Nelson Adams, a leader in health equity as Chair of Obstetrics & Gynecology at Jackson North Medical and a Board Member of the Health Foundation of South Florida.



News Production

LHMG will grow news production in FY2021. The goals are to a) create an aggregation process that enables LHMG to more effectively source and promote content; and to b) refine a process of creating more news in-house. The aggregation process will create a stronger in-bound flow of relevant news and resources from partners, funders and media, with a focus

on news, tools and opportunities by the Centers for Disease Control, such as multi-media content by its [Division of Nutrition, Physical Activity, and Obesity](#) (DNPAO), which works to protect the health of Americans at every life stage by encouraging physical activity, good nutrition, healthy weight, and breastfeeding.⁷



Above: Example of CDC Infographic

As part of the new production process, all LHMG staff will be involved with channeling, processing and posting news, resources, and events to LHMG media properties.

Program Associate Tracy Joseph will make routine additions to **outreach databases** - text and email, segmented for greater targeting of information to key groups such as media, Local System Leaders, CBO partners, city residents, and National System Leaders & Stakeholders

Administrative Assistant Quintina Hayes will maintain LHMG's Outlook database for easy access to routine contacts by staff. She will also be primary point in processing/posting news, resources, and events to the LHMG website. Tracy will be cross trained on these functions to allow for workload balancing by the team.

Process Targets:

1. Complete sign-ups to receive alerts and news from 20 targeted news sources
2. Select and post four third party news clips to the LHMG news page each month
3. Write and post four in-house news clips to the LHMG news page each month
4. Select and post four items to the LHMG resource page each month
5. Select and post 12 events to the LHMG calendar page each month
6. Select and post 32 or more items to LHMG social media properties each month



Over the past year, LHMG staff produced three E-newsletters, which has been a facet of LHMG outreach from inception. In FY2021, LHMG will produce an enhanced E-Newsletter six times yearly (bimonthly). The goal is to grow LHMG's E-news database, from 150 people at present, to 1,000 people by the end of FY2021.

Mobile Conquesting (MC)

The strategy of MC was a topic of conversation during the March 2020 Comms Planning workshop by LHMG leaders. MC is advanced tech that would allow LHMG to advertise to residents on their mobile devices within apps and mobile websites by using detailed location, demographic, behavioral and visit data. LHMG will test the strategy during Black History Month 2021, with a budget of \$1,500 to promote the new Podcast. Following one or two cycles of the technique, LHMG staff will debrief to assess audience impact.

Evaluating Progress

LHMG staff will develop a standard set of processes and tools for capturing audience metrics. The LHMG Communications Committee will establish a standard process for reviewing the progress of the new plan. UMA recommends the use of a report template and progress matrix like the one included in the Appendices as a monthly “check-in” tool for the Committee to steer fulfillment of the plan and its goals.

	Lead	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Online traffic tracking tool set-up	T Joseph	✓											
Social media tracking tool set-up	T Joseph			✓									
Monthly reports to Comms Comm done	UMA/Director												
Half-year/end-of-year reports produced	TBD												
Mid-course correction workshop	Comms Comm.												
End-of-year report produced	TBD												→

News Production Process

The news production process will capture, process, and share news, resources, and events, threading them through LHMG website, E-Newsletter and social media properties year-round. This table lists the news sources and data being processed by LHMG staff, and the frequency of tasks.

UMA recommends that the creation of news, resources and event posts be done on a routine schedule (e.g., set-aside two-hour sessions twice per week). This minimizes workflow interruptions.

In-Bound Data	LHMG Home	Lead	Frequency
Emails	Segmented E-Mktg Lists	Tracy	Weekly
	Segmented Outlook Lists	Quintina	As needed
Cell numbers	Tool to-be-determined	Tracy	Weekly
Contact Vcards	Outlook Database	Quintina	As needed
Sources	LHMG Site		
City News*	News, Resource & Event Post	Quintina	Average 5x per month
CDC News	News, Resource & Event Post	Quintina	
Partner News	News, Resource & Event Post	Quintina	
Media News	News, Resource & Event Post	Quintina	
	Social Media Properties	Lead	Frequency
	Facebook Posts	Tracy	2x+ weekly
	Instagram Posts	Tracy	2x+ weekly
	Twitter Posts	Tracy	2x+ weekly
	YouTube	Tracy	2x+ weekly

*News & Resources

How Part 2: Preferred People Terms

Words matter! LHMGM believes that the words we use in our work are important ingredients to impact. Terms used when referring to “people” groups is of primary importance in establishing an approved vocabulary. Based on a survey of LHMGM stakeholders (March 2020) and dialogue in a subsequent work session (July 2020), below are LHMGM’s preferences for language describing its stakeholders.

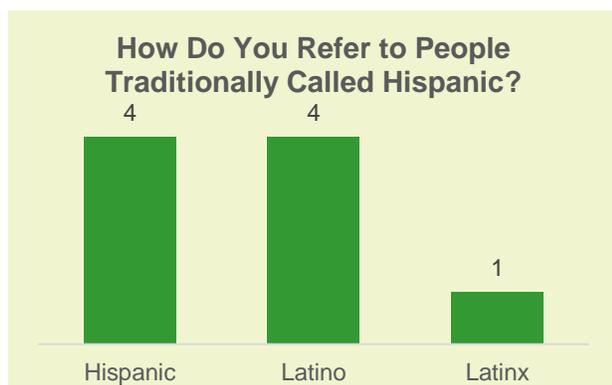
How do you refer to people traditionally known as Hispanic?

LHMGM stakeholders will use either Hispanic or Latino. LHMGM will not (yet) adopt the newer term, Latinx, that some national and local leaders use.

“*Latinx*, fashioned to get past the gender distinction encoded in *Latino* and *Latina*, has not replicated [the success of the term African American] since its introduction, in 2014. It has been celebrated by intellectuals and journalists. But in one poll, only 2 percent of America’s Latinos said they preferred the term.”

The Atlantic, “*Why Latinx Can’t Catch On*”

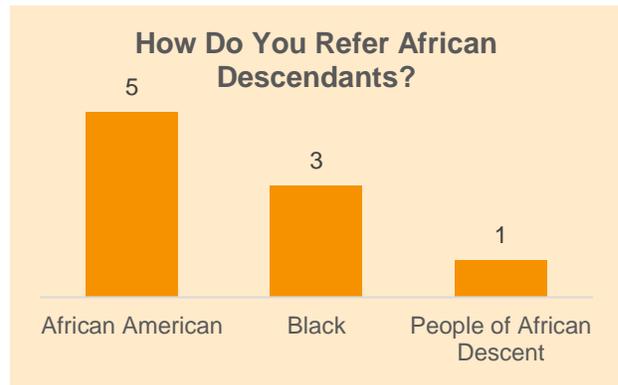
Hispanic and Latino both received 4 votes among LHMGM stakeholders surveyed on the topic. Latinx, though growing in profile, received only 1 vote.



How do you refer to African descendants?

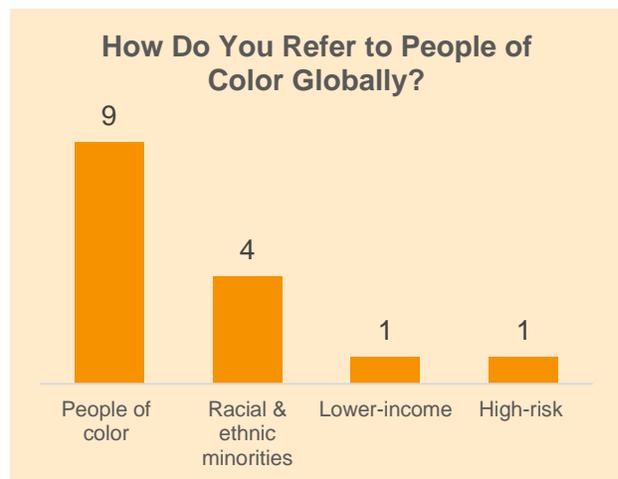
The term “African American” appears to be the preferred term of survey respondents. On this same topic, three respondents said they

hyphenate the term. Several also opined that “Black” should be capitalized when this term is used interchangeably with African American.



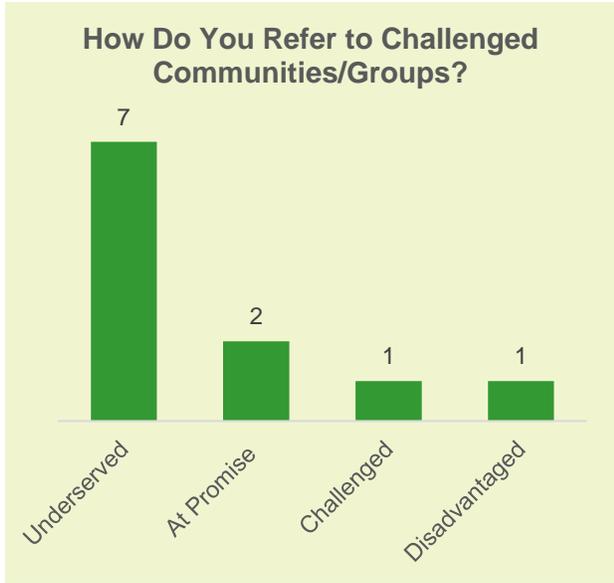
How do you refer to people of color globally?

The term “people of color” is a clear choice (9 votes) for LHMGM stakeholders surveyed with the question above. “Racial & ethnic minorities” placed second (4 votes).



How do you refer to challenged communities or groups?

The term “Underserved” is most often used by survey respondents in referring to challenged communities and groups. “At promise” is used by 2 of the respondents to this question.



Only 2 individuals answered this question, which may signal that the group needed more clarity around the intent and meaning of the item.

UMA recommends the “active agent” approach in writing for and about the people whose lives will be impacted by the work of LHMG. This approach centers the person as the prime mover in changing the course of their lives and uses terms such as “participants achieved” and “clients completed” and “entrepreneurs accessed,” which attach actions and verbs to people who engage with LHMG initiatives.

This is distinct from communications protocols that most often center a program or service provider as the active agent in the life-change process. Terms such as “LHMG served” or “LHMG provided” are best used when communicating the efficacy or work of LHMG; the “active agent” approach would enhance LHMG’s repertoire.

Which gender typology do you use?

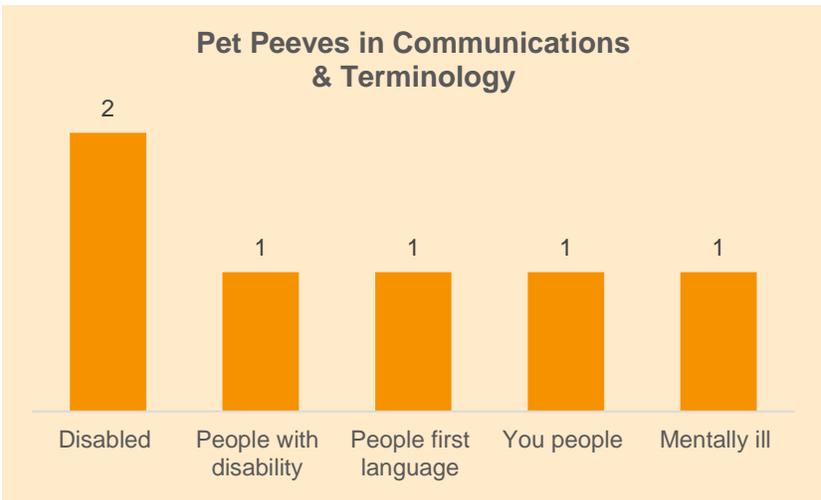
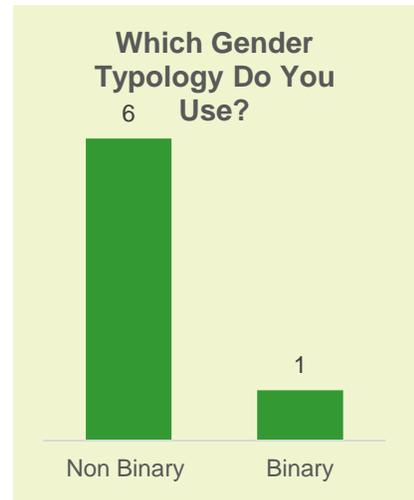
Following a brief discussion about the topic, 7 attendees answered the question above. Most cited a preference for non-binary gender references (6 votes); while 1 preferred binary reference.

Related to this topic, only 4 respondents answered the question “Do you announce gender pronouns? (e.g., she, her): 3 answered yes and 1 answered no.

Do you refer to your clients or audience as active agents?

What are your pet peeves, if any, when it comes to language describing people?

Only 6 pet peeves were named by respondents; 4 of the 6 were references to “other abled” people and people experiencing mental illness. The specific pet peeves mentioned were the terms “Disabled,” (2) “People with disabilities,” (1) “Mentally ill,” (1) and “You people.”



How Part 3: Style Guide

LHMG will update its Style Guide as part of the new communications plan. UMA will update the full guide following completion of the new LHMG website. Font selections, header formats and color palettes will be consistent across all LHMG collateral and communications materials.

This process will build on the work of Nadashi Marketing, supported by Health Foundation of South Florida in Year 2 of LHMG's existence. Nadashi created a Branding Guide (depicted

here) that captured LHMG's color palette and font preferences.

The updated version of the guide will include selections of header styles for header tiers 1, 2 and 3 and other decisions made by the Communications Committee when reviewing created content to decide which images, themes, color palettes and content will be carried over to the new plan. The Committee's review is scheduled to take place in October and November 2020.

HEALTHY COMMUNITY PARTNERSHIP
CORPORATE IDENTITY & BRANDING GUIDE



LOGO

LOGO / DARK BACKGROUND







CLEAR-SPACE / MINIMUM SIZE



BRAND ELEMENTS

COLORS / TYPEFACES / TYPOGRAPHY



PMS 2194
CMYK 95 : 26 : 0 : 0
RGB 0 : 134 : 214
HEX # 0086D6



PMS 355
CMYK 91 : 0 : 100 : 0
RGB 0 : 150 : 57
HEX # 009639



PMS 2027
CMYK 0 : 76 : 75 : 0
RGB 238 : 83 : 64
HEX # EE5340

PREFERRED

KEEDY SANS	BOLD	
AVENIR	REGULAR	BOLD

ALTERNATE

MONTSERRAT	REGULAR	BOLD
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Branding Guide by
Nadashi Marketing
2016

How Part 4: Years 2 and 3 of the Plan

As of the completion of this Communications Plan document, LHMG anticipates that years two and three of the plan will continue the same channel strategies initiated in year one of the plan, with heightened production and audience growth goals for years two and three.

In each year of the plan, August will be devoted to major plan review and revisions for the year ahead (which begins in October of 2020, 2021 and 2022). The Project Director will codify revisions in September of each year.

During year one of the plan, LHMG will engage UMA or another consulting firm to facilitate the review process and to codify revisions to the plan. Yearly revisions will entail four work elements:

1. Revising, if needed, the Production & Audience Goals table below;

2. Development of a Communications Committee Tracking Tool using up-to-date production and audience targets (i.e., a revised version of the Tracking Tool provided in the Appendices);
3. A revised one-year work plan, using the Work Plan template provided in this document; and
4. A yearly budget anticipating the cost of communications activities.

In addition to work plan revisions, LHMG will undertake resource development activities to grow investments in communications. UMA recommends that LHMG develop a brief “ask” to share with local and national funders, requesting support for activities that help LHMG achieve its goals for impact in the lives of Miami Gardens residents.

LHMG Production & Audience Goals [FYs2021-2023]

	Baseline (Mar 2020)		Units	Year 1 Goal	Year 2 Goal	Year 3 Goal	Growth Over Baseline
PRODUCTION TARGETS							
News & resource posts to website	2	Per month		12	12	12	10
Event posts to website	4	Per month		12	15	18	14
Social media posts	8	Per month		32	32	32	24
E-Newsletters produced	3	Per year		6	6	6	3
Podcast & FB Live sessions aired	2	Per month		4	4	4	2
Place-based ad positions	4	Per year		20	24	28	24
Social media ad placements	12	Per year		48	48	48	36
Digital media ad placements	0	Per year		24	24	24	24
AUDIENCE TARGETS							
News source subscriptions set-up	5	Sources		20	25	25	20
Media database created	0	Contacts		50	60	65	65
Partner marketing database created	70	Contacts		120	150	200	130
Text database built	500	Numbers		600	750	800	300
Email marketing database built	150	Emails		1,000	1,200	1,500	1,350
Instagram audience built	469	Followers		800	1,000	1,200	731
Facebook audience built	1,321	Likes		1,800	2,000	2,500	1,179
Twitter audience built	305	Followers		600	800	1,000	695
YouTube audience built	6	Subscribers		250	275	300	294

Part III: Appendices

Appendix 1: Existing Collateral & Communications Infrastructure

The LHMG Communications Committee will review all existing collateral materials and communications plan elements during monthly meetings in the first half of FY2021.

LHMG Collateral Materials	Notes
<i>HIA Facts Sheets (5)</i>	By Nadashi
Brochure*	
<i>Healthy in the Gardens Festival Rack Cards (4)</i>	By Nadashi
<i>LHMG Logo</i>	
<i>Event Marketing Designs</i>	Multiple by Nadashi & City
<i>Ad Designs</i>	Multiple by Nadashi & City
<i>Website</i>	New August 2020
<i>Social Media Kyron</i>	c. 2019 by MD Network Marketing
<i>Fact Sheet: Healthy Procurement Ordinance</i>	By Power Broker Media
<i>Data Book: Alcohol Retail Landscape of Miami Gardens</i>	By Power Broker Media
Planning & Governance Infrastructure	
<i>Communications Committee</i>	Meets Monthly
<i>Communications Plan</i>	By Nadashi
<i>LHMG Key Messaging Document</i>	By Nadashi
<i>LHMG Market Research Report</i>	By Nadashi
<i>Branding Quick Guide</i>	By Nadashi
<i>Stakeholder Communications Guide</i>	By Nadashi
<i>Media Kit</i>	By Nadashi

*Named in year 2 of Cumulative Impact Report

Appendix 2: Measuring Progress – A Communications Plan Tracking Tool

UMA recommends that the LHMG Communications Committee adopt a **standardized monthly tracking tool** that enables the initiative to gauge progress toward the goals of the new Communications Plan.

The draft format below captures the quantitative measurable production targets that will guide the work of LHMG staff in carrying out new processes and roles. The template also captures LHMG audience growth targets that can result from the increased effort and investment in communications activities if work processes remain on-track.

PART I: Dashboard of Production & Growth

	Baseline (Mar 2020)		Units	Q1	Q2	Q3	Q4	Year 1 Goal	Growth Over Baseline	On-Track to Goal?
PRODUCTION TARGETS										
News & resource posts to website	2	Clips/mth						12	10	
Event posts to website	4	Events/mth						12	8	
Social media posts	8	Posts/mth						32	0	
E-Newsletters produced	3	E-news./yr						6	3	
Podcast & FB Live sessions aired	2	Segments/mth						4	2	
Place-based ad <i>positions</i>	4	Locations						20	16	
Social media ad placements	12							48	36	
Digital media ad placements	0							24	24	
Partner outreach emails/calls	50							50		
AUDIENCE TARGETS										
News source subscriptions set-up	5	Sources						20	15	
Media database created	0	Contacts						50	50	
Partner marketing database created	70	Contacts						120	50	
Text database built	500	Numbers						600	100	
Email marketing database built	150	Emails						1,000	850	
Instagram audience built	469	Followers						800	331	
Facebook audience built	1,321	Likes						1,800	479	
Twitter audience built	305	Followers						600	295	
YouTube audience built	6	Subscribers						250	244	

PART 2: Quick Notes on Actions Taken

	<i>Actions/Achievements</i>	<i>Lead</i>
Place-Based Ad Campaign ⚡		
Permissions Secured		
Orders Completed		
Ad Runs Executed		
Social & Digital Ad Campaign ⚡		
Platform Selections Done		
Orders Completed		
Ad Runs Executed		
Mobile Conquesting Pilot ⚡		
News Production Ramps Up ◆		
20 news source sign-ups done		
News/resource clips created & posted		
Events selected & posted		
Revamped E-Newsletter ⚡		
E-Newsletter Developed		
E-Newsletter Launched (6 per year)		
Branding in All Impact Areas ◆		
Partner requests disseminated		
Branding tools decided & produced		
Branding tools distributed		
Podcast & Facebook Live Pilot ⚡		
Podcast & FB Live series designed		
Production & host training		
New series begun (4 segments/ mth)		
Jazz in Gardens Campaign ⚡		
Competitively select all partners		
Host Exhibit Space at JIG		
Radio Series Carried Out ⚡		
Radio Show Partnerships Requested		
Radio Segments Carried Out (4/year)		

End Notes & Citations

¹ U.S. Census, ACS, ACS Demographics, 2018 5-Year

² U.S. Census, ACS, Households and Families, 2018 1-Year

³ U.S. Census, ACS, ACS Demographics, 2018 5-Year

⁴ Ibid

⁵ U.S. Census, ACS, Selected Economic Characteristics, 2018 5-Year

⁶ MiamiDadeMatters.org, Community Health Dashboards, 2015 & 2017 Data

⁷ Centers for Disease Control & Prevention, Division of Nutrition, Physical Activity, and Obesity, [available here](#)