



Voices for Healthy Kids is not a typical funder. We are also a partner. We work closely with our grantees by providing robust coaching, technical assistance, training and support to help you achieve your public policy win. Guidance and resources provided will focus on the Power Prism® tool. As part of the application process, we ask all potential grantees to submit the following campaign plan. These plans are living documents that allow campaigns to be strategic throughout planning, implementation and evaluation of a campaign. Using this guiding format allows Voices for Healthy Kids to provide the best support possible to your work.

Voices for Healthy Kids uses the Power Prism® as a tool for advocacy planning, execution, and evaluation. This campaign planning form is structured around the Power Prism®.

**Power-building for advocacy, equity, and sustainability**

Originally developed in 2001, the Power Prism® is all about learning to make it easier for decision-makers to give you what you want because it keeps you focused on the key decision-makers at each step in the advocacy process.



The [Power Prism®](#) is built on six "power tools" of advocacy that help individuals and organizations convert even the smallest event into a power-building opportunity. It can complement hyper-local base-building at the community level or huge national level policy change campaigns. Each of the "power tools" can apply pressure on decision-makers to reach policy goals. Regardless of one's experience, this framework has been proven to be a valuable tool for planning, executing, and evaluating an advocacy campaign. It's simple: This common-sense framework prompts advocates to stop and think about expanding their power through activating any or all of the 6 advocacy tools, rather than working in a linear fashion.

To support you in completing this form please review the Example/Guide and Webinar located on the Application Resources page in the [online grant management system](#).

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## Campaign Plan

The Power Prism® is a step-by-step integrated framework for recognizing and acting on opportunities to build momentum in an advocacy campaign. It's all about learning to make it easier for decision-makers to give you what you want. The Power Prism® is built on six "power tools" of advocacy that help individuals and organizations convert even the smallest event into a power-building opportunity.

### 3 Key Questions

**What do you want? (What is your campaign goal?)**

**200 Characters**

Work together with the community in a successful campaign to pass a city ordinance that requires Kids Meals to be Healthier Options in Springfield by July 2021.

**Why do you want it? (What data illustrates the problem you seek to address and defends your solution /policy intervention?)**

**3200 Characters**

**i** Check out our issue-based resources including science and research [here](#).

Our lives are busy, and more and more, we're grabbing a meal on the run or eating out. In fact, about 1/3 of children and teens living in the US eat fast food on any given day. Eighty-five percent of U.S. households eat out on average about five times a week. That's why it's so important that restaurants offer healthy food and beverage options—especially for children. Today only 3% of restaurant kids meals are healthy options. It's time for restaurants to serve kids better!

Restaurants have shaped norms that deem fried-chicken nuggets, burgers, pizza, fries, and sugary drinks as standard, acceptable kid food, when, in reality, kids need the healthiest food. While many children frequently eat out at fast-food restaurants and other food-service establishments, and eating out is linked to poorer diet, low-income children and children of color are disproportionately impacted. Fast-food restaurants disproportionately advertise to children of color. While higher-income families eat out more often, on average, children from lower- and middle-income families consume more calories at fast-food restaurants. More fast-food restaurants are in lower-income and minority neighborhoods. We see this in our own city. South Springfield is 83% Black, Latina and Indigenous and has more per-capita fast food restaurants than in any other area of the city. Not surprising, it also has the highest rates of food insecurity, childhood obesity, and type 2 diabetes.

Not only do children need healthy food during this time of growth and development, but it is also a time when they form habits for the future. Studies suggest that repeated exposure to fast food and soda through marketing cultivates a pattern for future consumption and a preference for those foods. Improving the nutritional quality of restaurant children's meals can improve diet quality and cultivate lifelong healthy eating behaviors for all children, especially for children from low-income and minority families.

Restaurants are the top food marketers to children, and their in-store promotions, toy giveaways, television ads, websites, and school-based marketing, play a large role in shaping what children want to eat, as well as shaping what food they view as desirable. Evidence demonstrates that fast-food marketing disproportionately affects low-income, black, and Hispanic youth, who are also at greater risk for chronic disease due to diet.

There is some good news. When healthier default options are the standard offered with restaurant kids' meals, consumers are more likely to order healthier items. Removing sodas from the Happy Meal section of menu boards in U.S. McDonald's restaurants resulted in 21 million more low-fat and fat-free milk jugs and 100 percent apple juice boxes sold over a period of 11 months, compared to the same period a year earlier.

Children eat almost twice as many calories when they eat a meal at a restaurant than they do when they eat a meal at home. So, what can we—as parents and community members—do to protect our children and help restaurants change their unhealthy ways? We need our Springfield City Council to pass policies that ensure restaurants serve kids better.

**Who has the power to give it to you? (Name specific names and positions of key decision-makers.)**

**1000 Characters**

The City Council of 6 members, and the Mayor as the tie vote, have the authority to pass this ordinance. The Mayor has ability to ensure implementation and enforcement if passed.

Jayden Smyth, director, inspectional services – Unknown position do not have relationship yet.

Glenn Frazier, Mayor, originally from South Springfield, Father of 3, Very Supportive, Coalition member

*City Council Members:*

Patricia Cuqua, rep from North Springfield, grandmother, owns juice bar, neutral (winnable)

Jack Doyle, rep from West Springfield, retired attorney, publicly supportive

Charles Smith, rep from South Springfield, restaurant owner, noncommittal

Maria Gonzales, rep from East Springfield, mother of 2, teacher, noncommittal

Thomas Yu, At-Large, accountant at large firm, very supportive of business, opposed

Aniwan Anderson, At-Large, owns beverage distribution company, strong community ties, opposed

## Research & Data Collection

For any policy campaign, it is essential to present data that defines the problem and science that support your policy solution. Without data that explains the problem and justifies a solution, a proposed policy lacks credibility and is unlikely to gain the support of decision makers. However, strong data alone will not guarantee a campaign's success! You will need an understanding of what is happening in the decision-making "environment" to plan your campaign approach.

Conducting this research early in your campaign will help you find "pathways of influence" – or ways to connect with lawmakers on your issue through common interests or contacts. You may find that your organization already has internal resources to help you reach key decision makers – and doing research early on will help you plan WHO and HOW to contact most effectively.

- i** Understanding the historical, social, political, environmental, systemic racism, redlining/housing history, etc of a community is key to supporting good policy change that build community and decrease disparities.

Please see tools and resources here to help you begin or continue this journey.

[Historical Context Active Places](#)

[Historical Context Healthy Food](#)

[Historical Context Healthy Schools](#)

**Do you have a thorough understanding of the conditions in this community that have contributed to the health outcomes you seek to address through this policy change?**

- YES
- NO

**What are the key takeaways from this knowledge most relevant to this campaign?**

**500 Characters**

- 1) For policies to be passed and well-implemented, the impacted community must be part of each stage of the campaign from development through implementation.
- 2) South Springfield has a long history of redlining, industry dumping and underfunding. The community is rightfully suspicious of outsiders. If we want to impact disparities, we need to continue to build allyships within and of the community. (consider specific paid grassroots organizers)

**How will this policy improve the health of those most impacted and address health disparities?**

**1000 Characters**

Improving the nutritional quality of restaurant children's meals can improve diet quality and cultivate lifelong healthy eating behaviors for all children, especially for children from low-income and minority families.

- Black and Hispanic children are at a higher risk of developing type 2 diabetes.
- Children in low-income communities and children of color are more likely to be obese.
- Children frequently eat out at restaurants.
- Studies show a link between eating out and poor nutrition.
- Generally, low-income neighborhoods have a higher number of fast-food restaurants than middle- to higher income areas and fast-food restaurants tend to be more prevalent in areas with a higher proportion of black and Hispanic residents.
- In a 2005 study, schools in the lowest-income neighborhoods had 32% more fast-food restaurants and two times the number of convenience stores within walking distance than higher-income neighborhoods.

**Political Landscape Assessment**

- See the [Power Worksheet](#) to review step by step the power in communities and how to best understand it.

**What is the history around this policy change?**

- Has it been introduced before? Is the issue on the decision makers' or public's radar?

**500 Characters**

This is the first time we will be filing this legislation. The community, Mayor and City Council are aware of the potential filing because of our community engagement work as well as meeting with each of them to discuss the proposal before deciding to take the campaign on.

**Is the political environment supportive of the policy? Are those most impacted by this policy politically active or engaged in the political process ?**

**600 Characters**

The city of Springfield is a progressive city that likes to act on public health issues. We currently have the Mayor and one supportive City Council member, 3 noncommittal and 2 opposed. With the Mayor's support the public health department has launched a drink water campaign that plays well into the sugar reduction strategy of this campaign.

Mayor and City Council up for re-election Nov 2021. Will this play in the campaign? Should we make it a campaign issue?

**Are there other related policies that have passed or where attempted in the last few years?**

**300 Characters**

There was a zoning by-law defeated 2 years ago that sought to limit fast food, liquor, and tobacco stores locations in an attempt to decrease the over saturation in neighborhoods with low incomes. We need to be careful of "nanny state" argument that derailed that campaign.

## Opposition

- i** Trust us, you have some! Sometimes opposition is organized and obvious. And sometimes it is silent and subtle. What might they think/feel/perceive they will be losing? Sometimes, working with your opposition can help to neutralize their dissent. Other times, it is best not to alert them of your activities. Either way, identifying those groups or individuals that could stand in your way is critical. \*\*examples – coalition members working on other policies, competing priorities, appropriation allotments that could use up funds.

**Need help with opposition research? [Check out our resources.](#)**

### What do you know about your opposition?

**600 Characters**

We are likely to get opposition from national fast food, beverage distributors, big soda, National Restaurant Association, all who have extensive outreach and engagement capabilities.

Opposition will also come from local restaurant owners and libertarians.

Gathering all data from other campaign experiences in other cities.

Potentially Competing Priorities:

Hunger Community

COVID-19 needs

Racial Unrest (are kids' meal a real priority now? vs police reform or other things)

### What organizations could lose something from this policy passing? Opposition? Competing public health campaigns?

**300 Characters**

*Perceived loses from:*

Restaurants

Beverage distributors

Competing public health campaigns

### What is your opposition's influence on key decision-makers?

**500 Characters**

We have a city councilor that owns a restaurant and a city councilor that owns a beverage distribution business. There is likely to be heavy pressure on both. Both also have potential to be supportive because of strong community ties.

City Council Yu tends to lean libertarian and will likely be lobbied hard in that direction.

### How will you monitor and engage your opposition?

**600 Characters**

We need to rely on facts, science, and experience from other communities.

- Prepare a one pager on cities/states like Baltimore, Delaware and others on their experience and business ramifications.
- Prepare detailed data on each region of Springfield---health data, restaurants and fast food, beverage distributors, milk/dairy companies.
- Meet with fast food franchisees to see if we can find some support. Provide accurate info and play down the fear that will likely be stoked by other side.
- Develop media plan that sets up the issue and the conversation in our terms from the development.

## Coalition Building & Maintenance

Coalitions are critical to achieving public policy goals; through coalition work, your organization can amplify its voice and make a lasting impact. When planning your policy campaigns, it is important to first identify if there are existing coalitions that are working on a policy or if one needs to be built. In both cases, diversity of ideas and representation is critical to your success.

Is there an organized coalition supporting this policy campaign?

**500 Characters**

The *Serve Kids Better* Coalition was created in June of 2020 when we received strong community support for the policy. Coalition membership have all dedicated funds, staff time or in-kind support to the campaign. Decision making is brought to the full coalition as much as possible. Day to day decisions and quick turnarounds are made by the executive committee.



**Does your coalition have operating guidelines and agreements on shared power/decision making?** Power sharing among the coalition is key to success. This is especially important for organizations of-community, small versus large organizations, and new organizations to the group. To build more inclusive coalitions check out these resources.

- [Give and Get of Strategic Partners](#)
- [Coalition Mapping Worksheet](#)
- [Checklist for Effective Coalition Meetings](#)
- [Campaign Asset Inventory](#)

What organizations are part of the coalition? **Highlight organizations** representing and "of the community" most impacted by the proposed policy.

**1000 Characters**

*Local Organizations:*

- Springfield Health Coalition (EC)
- South Springfield Community Advocates. Inc (EC)
- South Springfield Health Center
- Kids Count, Springfield
- Healthy Kids Springfield
- NAACP, Springfield Council (EC)
- Interfaith Council of Springfield
- Springfield American Indian Council
- Building Better Neighborhoods
- SEIU, Local 879546
- Springfield PTA(EC)
- Springfield Juntos (EC)
- State Public Health Association
- Springfield Public Housing Residents Organization

*National Organizations:*

- American Heart Association (EC)
- American Cancer Society
- American Diabetes Association

*Restaurants:*

- Johnny's Deli
- Springfield Fork Restaurant
- Pita Central
- Coffee Stop and More
- Bread and Honey
- Oysters
- Farm to Fabulous

- Rock's Fish House

*Local Leaders:*

- Mayor, Glenn Frazier
- Reverend Barry, South Springfield Baptist church
- Dr. Yvonne Jones, Dean, Springfield College, School of Public Health and former Springfield Public Health Director
- Rabbi Schuster, Temple of Israel Synagogue

Who is missing or underrepresented in the coalition?

**400 Characters**

- **Check out the Give and Get of Strategic Partnerships Resources - Hooks to recruit and retain partners.**

[What is in it for ME](#)

[SWOT Analysis](#)

Orgs from specific areas of the city outside South Springfield.

Asian and Pacific Islander community

Youth Groups

Hospital System

Health Care Providers

## Fundraising & Development

Advocacy work requires resources. For each advocacy campaign, you will need to create a projected budget for campaign work, including infrastructure, staffing, collateral materials, research, lobbyists, and media. Then, determine what each member organization can contribute to the campaign budget. While some coalition members may not be able to contribute cash, they may have in-kind resources such as staff time, meeting space and materials that can fill a budgetary need. These are valuable contributions and should not be overlooked! Once you have a campaign budget, you can create a fundraising plan to cover your unmet needs. Advocacy campaigns can be an effective "selling point" for donors who want to support policy work.

- **Check our Voices for Healthy Kids tips on sustainability.**

[Potential Organizational/Corporate Donors Prospect Research](#)

[Finding the Line in the Sand](#)

[Potential Donors Worksheet](#)

[Goals and Strategies for Fundraising from Individual Donors](#)

Are there other funders for this campaign? If so, what activities of the campaign are they funding?

**250 Characters**

3 proposals are under review with 3 local foundations:

- 1) To cover costs of community organizers
- 2) To cover public opinion polling
- 3) To cover media advocacy consultants

List the top three reasons why a prospective donor (individual, NGO, corporation, foundation, or government) should invest in your campaign?

**250 Characters**

- 1) Addressing health disparities
- 2) Connection with amazing community-based orgs for shared mission
- 3) Kids health. Helping kids grow up healthy.

Are there unmet funding needs of this campaign?

**250 Characters**

- 1) Additional community organizers
- 2) Public Opinion Polling
- 3) Localized message research
- 4) Media Consultants

List three potential targets for additional funding for this campaign.

**250 Characters**

- 1) ABC Community Foundation
- 2) The Springfield BCBS Foundation
- 3) Fast Running Shoes, Inc.

## Grassroots & Key Contacts

Grassroots and Key Contacts are critical for any campaign and for building ongoing power. In addition, an organization's mission is greatly enhanced through connecting volunteers more directly with decision-makers and other opinion leaders in the community. Voices for Healthy Kids is committed to engaging campaigns that make room at the table for those voices that have been historically excluded from the decision-making process.

**i** See a sample plan and supporting resources for building grassroots support and power.

[Integrating Grassroots Volunteers](#)

[Who do YOU Know](#)

[SignUp Sheet for Grassroots Advocates](#)

[Telling Your Personal Story - Worksheet](#)

[Campaign Jobs for Grassroots Volunteers](#)

[Tips for Advocates - Decision Maker Advocacy](#)

Do you have a grassroots and key contact plan?

- YES  
 NO

Do you have an existing grassroots network engaged on this issue?

- How many people are in the network?
- Does the network represent the population impacted by the policy?
- Do you have community members in meetings with key lawmakers, funders, media, and others whom they may not routinely have contact with because they are not part of dominant culture?
- Have you connected with the local AHA and planned for engaging volunteers and board members?
- If you do not have a network or have small network, what is your plan to expand the network?

**1000 Characters**

The Springfield Health Coalition has 25,00 online advocates. The collective grassroots networks of the Serve Kids Better Coalition are 125,000 Springfield residents. Our online grassroots network well reflects the make-up and demographics of the city. Our offline network is smaller but more engaged and include 50 dedicated campaign advocates. Our coalition has made a commitment to have community members at all meetings with lawmakers. We are training and recruiting at info sessions in each area of the city to recruit new advocates for online and offline activities. Grassroots organizers in each area will be tasked with engaging advocates for participation in all activities. See full grassroots plan for more detail.

Describe your key tactics to engage the network? (education, traditional and social media, attending key meetings, connecting with key decision makers, testifying, strategic events, etc.)

**500 Characters**

Online: education, social media networks, letter to the editor campaigns.

Offline: key meetings, direct lobbying, town hall meetings, community events, media interviews, neighbor recruitment drives, grassroots organizers

How will you engage and amplify the voices of the community most impacted by the proposed policy? How will you make room at the table for those historically left out of decision maker conversations?

**1500 Characters**

Our organization reflects the demographics and lived experiences of the community intended to benefit most from the proposed policy change. Prior to planning for this campaign, we conducted extensive citywide planning sessions on addressing childhood obesity, including discussion groups, and listening sessions. Food insecurity, lack of time for healthy meals, and cheap availability of fast food often came up as a problem. We then brought discussion groups back together to help develop community lead solutions. This campaign is a result of that process. A coalition has been established to lead the campaign.

- 1) Coalition leadership is representative of the community at large. Grassroots advocates cover the entire city.
- 2) We are planning extensive grassroots outreach and recruitment drive in South Springfield, including paid community organizers in key districts.
- 3) Outreach and training sessions are planned for advocates at each city library.
- 4) Advocate recruitment is occurring at 8 restaurants throughout the city who are supportive of the ordinance.
- 5) Key Contact Program is underway to engage a minimum of 4 key contacts for each city councilor.
- 6) Grassroots Captains are being recruited and trained for each district in the city.
- 7) Committed to including community members in all activities including leading all decision maker meeting.

## Media Advocacy

Have you developed a full media plan?

- YES  
 NO



If you need help starting or completing a full media plan or implementing media tactics see our resources and training [here](#).

Highlight the key media advocacy tactics from your full plan that you will implement as part of this campaign. (earned media, social media, response plans, direct connections with reporters, etc.)

**1000 Characters**

Earned Media: Full earned media campaign that includes a letter to the editor campaign that targets the 4 community-based papers, 2 city-wide papers, and the African American and Spanish speaking papers.

Social Media: Facebook, Instagram and Twitter accounts are up and active for the Serve Kids Better Campaign. The Kids Count, Springfield Social Media Director is running the accounts in-kind.

Media Roundtables: 3 media roundtables planned for the campaign aimed at (1) community papers, (2) mainstream media and (3) multicultural media outlets to help explain the policy issue and the campaign and set the dialogue before opposition erupts.

Do you have staff or (external support?) contractors that will support this campaign with communications/marketing? If yes, describe their role in the campaign?

**500 Characters**

Kids Count, Springfield Director of Social Media is running the social media accounts.  
Coalition members with comms staff are meeting monthly to coordinate resources, and to plan and execute tactics.  
The Springfield Health Coalition Communications Director oversees overall media management and planning, as well as reporting to the Serve Kids Better Coalition.  
Awaiting answer on grant to Foundation XYZ for funding for media consultant.

## Decision-Maker Advocacy

A successful campaign takes the right combination of political capital and sponsors/champions to move the policy forward.

**i** How will you leverage your network and contacts? Check out these planning tools.

[Pathways of Influence Worksheet](#)

[Decision Maker Cultivation and Influence Planning Worksheet](#)

How is your campaign connected to key decision makers? Legislative/Ordinance Sponsor?

**1000 Characters**

The City Council made up of 6 members, with the Mayor as the seventh member and tie vote, have the authority to pass this ordinance. The Mayor has ability to ensure implementation and enforcement if passed. Glenn Frazier, Mayor, is originally from South Springfield, is the father of 3 young children, and is very supportive. He sits on our coalition and is prepared to champion the legislation at the Council. Jack Doyle, the city council rep from West Springfield is also publicly supportive of the proposed ordinance. Each member of the coalition is power mapping to members of the council to ensure we are using all our best contacts.

How have your key decision makers talked about or voted on your issue?

**1000 Characters**

Glenn Frazier, Mayor, originally from South Springfield, Father of 3, Very Supportive

*Six City Council Members:*

Patricia Cuqua, rep from North Springfield, grandmother, owns juice bar, neutral (winnable)

Jack Doyle, rep from West Springfield, retired attorney, publicly supportive

Charles Smith, rep from South Springfield, restaurant owner, noncommittal

Maria Gonzales, rep from East Springfield, mother of 2, teacher, noncommittal

Thomas Yu, At-Large, accountant at large firm, very supportive of business, opposed

Aniwan Anderson, At-Large, owns beverage distribution company, strong community ties, opposed

Have you developed pathways of influence for each targeted decision maker?

YES

NO

Key Takeaways to Build Support for the Policy with Decision Makers.

**500 Characters**

- Recruit additional restaurants and other businesses to the coalition.
- Demonstrate economic examples from other cities who have implemented
- Council is very responsive to Youth. Need to build youth grassroots component and better connect with youth groups.
- Continue to use coalition members to recruit Chamber of Commerce, Dairy Farmer groups, and other business-centered organizations.

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**Describe the overall economic environment and does it impact decision maker priorities?**

***750 Characters***

COVID-19 has had a dramatic influence on the city budget as well as residents' financials and access to healthy food. This policy will have a near zero impact on city budget which will help. However, restaurants are just bouncing back from shut-downs due to quarantine. The coalition has discussed in detail. We feel it is critical to gain additional restaurant and business support. Demonstrate lack of negative economic outcomes in cities that have implemented. And be well prepared for proponents to attack on economic impact. We also are developing bottom lines in terms of implementation over an extended timeline due to effects of COVID-19.

## Timeline

Please list brief key tactics/dates below in the timeline.

	Research & Data Collection	Coalition Building & Maintenance	Fundraising & Development	Grassroots & Key Contacts	Media Advocacy	Decision-Maker Advocacy
<b>November</b>	Local Message Research	Monthly Meetings begin	1 new proposal to foundation submitted	Bimonthly comms begin to online adv	SoMe launch	Meeting with all city councilor members
<b>December</b>	Research on other city experiences	Target lists for coalition members finalized		Hire grassroots organizers		
<b>January</b>	City section data finalized	Quarterly report sent to all members	1 new proposal to foundation submitted	Recruit captains		
<b>February</b>	Public Opinion Polling	Coalition members finish pathway of influence reports		recruit restaurants in districts of key decision makers	Media Roundtable 1	
<b>March</b>		coalition sign on complete		Youth Advertising Safari Activity	Media Roundtable 2	Postcard campaigns
<b>April</b>		Quarterly report sent to all members. Ordinance is introduced	Ordinance is introduced, campaign to members for donations to support advocacy of campaign	Key Contact Visits to City Hall- dropping off information on ordinance introduction	Media Roundtable 3 Press event as Ordinance Introduced	Ordinance Introduced provide resources to elected officials on language and specific data on district impact
<b>May</b>	Research of impacted restaurants to present to decision makers		1 new proposal to foundation submitted (implementation)	Online grassroots event to coincide with lobby day	Letter to the Editor Campaign April-June	Lobby Day at city hall for continued support as the ordinance moves to key committees for vote.
<b>June</b>				sharing stories of community members at lobby day. Thanking them for	social media posts revisiting lobby day activities tagging elected officials on upcoming vote	Final Vote at City Council

Springfield Health Coalition  
Healthier Kids' Meals

				their support at lobby day.		
<b>July</b>		Quarterly report sent to all members advising on movement of ordinance and seeking stories from the field to share with elected officials	Update of proposal with additional campaign win and stories to share for outreach to foundation	Activating thank you alert to network to go out to elected officials that supported ordinance	Media alerts and social media engagement of final vote messaging	Thank you to elected officials
<b>August</b>					Media Adv Coalition Planning completed	Lobbying Targets for Coalition decided
<b>September</b>	Community Data			Education, recruitment	SoMe education	Education
<b>October</b>	Yearly childhood health data release			Education, Recruitment	SoME education	Education