

MEASURING IMPACT

An Organizer's
Toolkit to Evaluate
Communications
Effectiveness



CCHE
COMMUNITIES CREATING
HEALTHY ENVIRONMENTS



Measuring Impact:

An Organizer's Toolkit to Evaluate Communications Effectiveness

Brought to you by the Justice Communications Program at the Center for Media Justice

Tools developed in partnership with Charlotte Ryan of the Movement/Media Research and Action Project (MRAP) as part of the Communities Creating Healthy Environments (CCHE) initiative, a national capacity-building initiative to support community-based groups to develop and organize for effective, culturally competent policy initiatives that address the root causes of childhood obesity at the local level. Support for CCHE is provided by the Robert Wood Johnson Foundation.

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Building Communications Capacity, Tracking Gains:

A movement-building approach to communications evaluation

INTRODUCTION

Who and What Is This Toolkit For?

The *Measuring Impact Toolkit* is designed to support community organizers and media professionals to become indispensable sources of information in critical media markets on key issues of justice, human rights, and equity. Using the lens of health justice as an example for other issues, *Measuring Impact* introduces readers to a movement-building approach to communications evaluation. Whether you're working on access to healthy food, equitable land use and recreation, or any other justice issue, you can use these tools to evaluate the degree of impact your communications work is having, and to improve communications plans. With winning media strategies and ways to track gains and change, organizers can saturate markets with their frames and messages, and become powerful media leaders and sources.

Why Evaluate?

In working for a more equitable world, health justice organizations build their capacity to communicate with each other and with broader audiences both directly (face-to-face meetings, door-knocking) and indirectly (via various media). Because we take our work seriously, we establish ways to measure whether our communications outreach is reaching the desired audiences and having the desired impact; that is, are we moving toward our health justice goals by communicating our intended messages to our key audiences?

Objectives of This Toolkit

The goal of *Measuring Impact* is to help organizations create communications evaluation tools that measure:

- Sustainable growth in communications **capacity** (systems)
- Effectiveness of communications **outreach** (market entry and market standing)
- Communications **outcomes** in terms of access and content (recognition by media outlets as an indispensable, reliable source; and the presence of health justice messages in targeted venues)

Plan the Work and Work the Plan

Strategic organizing involves mobilizing members, allies, potential supporters, and broader publics to pressure an institution to change its practices or priorities. At every step, organizing involves steady communication with this range of audiences. A strategic communications plan systematizes this work.

What Is Communication Evaluation?

Evaluation is the process of checking communications progress: Is work getting done as planned? Is the plan working? If not, why not? How can the work improve or the plan itself be refined? What can be learned to inform future campaigns? To answer these questions, *Measuring Impact* measures organizational communications progress several ways:

- **Capacity building:** Has the organization strengthened its communications infrastructure?
- **Strategic planning and plan implementation:** Has the organization planned its communications strategically and implemented the strategic plan? Did the plan help achieve organizing goals?
- **Market standing:** Has the organization increased its recognition as an indispensable source on its issue?
- **Market saturation:** Does the organization's health justice message get reported routinely in coverage of the issue? (Ultimate goal = saturation; health justice messages appear in all relevant media and reporting.)

Useful Definitions

- **Market:** Constituencies and range of venues to receive the organization's messages and calls to action.
- **Media standing:** Being accepted by media as a routine and reliable source of information on one's issue.
- **Market saturation:** All coverage of issue in targeted market includes the movement's health justice framing.

TOOLKIT OVERVIEW

Communications capacity grows when an organization establishes basic infrastructure – routines and tools that help the group communicate its messages and calls to action to important constituencies. Here we introduce four basic tools for doing better communications work. From the information these tools provide, we then can track gains in communications capacity.

Basic communications tool	What it is	What it does	How to use it
Strategic communications plan	Plan for communicating with all constituencies named in organizing strategy	Establishes goal to reach all target audiences with main messages and calls to action	Structure answers to the following: Did organization reach constituencies? Did communications outreach produce coverage of message? Did it advance goals of organizing?
Media database	Database organized by region, type of outlet, journalist, market covered, etc.	Streamlines and routinizes outreach to media outlets to maximize efficiency	Measure growth in reach over time Maintain updated contact information
Message framing caucus	A routine for preparing messages and spokespersons that can respond to specific situations/events	Involves entire team in message	Measure maintenance of caucus sheets Compare desired frame to media outcomes
Media monitoring systems	Archive of relevant news coverage with special attention to coverage of organization campaigns	Identifies whether communications outreach resulted in media coverage of organization and/or issue	Measure changes in organization's standing with journalists and success promoting preferred frame

The communications evaluation tools that follow use information gathered from these systems.

COMMUNICATIONS EVALUATOR TOOLBOX

Evaluating Basic Communications Capacity			
Evaluation tool	What it does	Short-term use	Long-term use
Communications audit	Measures which basic systems an organization has in place	Identifies strengths and areas for growth, determines whether basic systems exist	Documents whether systems are growing or declining
Communications needs assessment	Prioritizes most urgent needs for communications capacity building	Sets growth priorities realistically in light of labor power available (see below)	Documents progress in addressing identified communications needs
Communications labor capacity assessment	Measures staffing available to conduct communications and maintain, expand, and assess communications systems	Allows for more realistic communications planning based on available labor	Measures growth in available labor power
Evaluating Strategic Communications Plan			
Evaluation Tool	What it does	Short-term use	Long-term use
Communications strategy assessment Uses strategic communication plan	Assesses quality of organization's strategic communications plan. Was the plan followed? Did it work?	Documents if group implemented strategic communication plan; assesses if it worked (i.e., did organization's messages reach target audiences?)	Compares plan to resulting coverage to assess whether communications strategy worked to support organizing effort
Media outreach capacity assessment Uses media database	Uses media database to assess outreach achieved	Measures outreach, i.e., media contacted for given campaign	Measures growth in outreach capacity Uses updated records to measure sustained outreach capacity
Media monitoring analysis Uses press clip files	Archives relevant news coverage with special attention to coverage of organization campaigns	Identifies whether communications outreach resulted in media coverage of organization and/or issue	Measures change in organization's standing with journalists and success promoting preferred frame

Evaluating Market Entry, Media Standing, and Market Saturation			
Evaluation tool	What it does	Short-term use	Long-term use
Market entry assessment Uses media database	Establishes baseline profile of how organization reaches out to audiences	Describes what media outlets are contacted to reach audiences at outset and in given campaign	Measures growth in organization's ability to reach audiences from outset over course of campaigns
Media standing assessment Uses media database and monitoring files	Compares outreach attempted to media coverage	Identifies which media accept organization as a source (when an organization achieves standing as a reliable source, reporters trust information provided, and begin to call proactively)	Measures growth in media standing (media dominance is achieved when the organization is recognized as a go-to source on its issue, and reporters assume its events are must-attend)
Market saturation assessment Uses monitoring files	Assesses presence of the organization's messages	Determines whether media published the message being promoted in a given campaign	Documents whether the organization's ability to promote its frame grows over time (market saturation = point at which message reaches market consistently)
Digital assessment Uses web analytics to measure efficacy	Measures digital outreach, establishing measures of web traffic	Measures efficacy of web page via hits, etc.	Measures changes in media traffic and ability to produce fresh content

Communications Audit:

A systematic look at your organization's communications work

Answer the following questions.

Labor Power	Y	N
Does your organization have a person assigned to communications/public relations?	<input type="checkbox"/>	<input type="checkbox"/>
Is it their only job?	<input type="checkbox"/>	<input type="checkbox"/>
If not their only job, how much of their time is spent on communications/public relations?		
Planning	Y	N
Does your organization have a strategic organizing plan?	<input type="checkbox"/>	<input type="checkbox"/>
Is public relations/media addressed in that plan?	<input type="checkbox"/>	<input type="checkbox"/>
Does your organization have a communications plan?	<input type="checkbox"/>	<input type="checkbox"/>
Does your organization keep a yearly media calendar?	<input type="checkbox"/>	<input type="checkbox"/>
Systems	Y	N
Does your organization have systems for dealing with the media?	<input type="checkbox"/>	<input type="checkbox"/>
Do you have a media database?	<input type="checkbox"/>	<input type="checkbox"/>
Do you monitor the media on your issue? If yes, briefly describe your monitoring systems:	<input type="checkbox"/>	<input type="checkbox"/>
Do you clip and file coverage of your organization?	<input type="checkbox"/>	<input type="checkbox"/>
If your group receives media coverage for events, press conferences, etc., do you debrief systematically? (Debriefing means reviewing coverage and taking notes on what outreach succeeded, what didn't and how to prepare better next time.) If yes, briefly describe your debriefing system(s):	<input type="checkbox"/>	<input type="checkbox"/>

Do you have media protocols? (Principles or rules for how your organization responds to media requests. For example: only staff, board, and members can talk to media on behalf of the organization.)	<input type="checkbox"/>	<input type="checkbox"/>
Do you have systems for handling media calls?	<input type="checkbox"/>	<input type="checkbox"/>
Can reporters contact your organization after hours or on weekends? How?	<input type="checkbox"/>	<input type="checkbox"/>
Does your organization return media calls quickly?	<input type="checkbox"/>	<input type="checkbox"/>
When reporters call, do you take notes and file a note about the call and resulting tasks?	<input type="checkbox"/>	<input type="checkbox"/>
Does the group keep communications files on each campaign?	<input type="checkbox"/>	<input type="checkbox"/>
Do you have prepared (boilerplate) material to give reporters?	<input type="checkbox"/>	<input type="checkbox"/>
Do you have a clipping service or clip your own articles?	<input type="checkbox"/>	<input type="checkbox"/>
What other systems do you have?		
Message Development	Y	N
Do you have a process for preparing media spokespeople?	<input type="checkbox"/>	<input type="checkbox"/>
Do you have a process for developing effective messages?	<input type="checkbox"/>	<input type="checkbox"/>
Describe your organization's process for developing messages:		
What happens when a reporter calls on deadline and a spokesperson is not available? Is there a plan?	<input type="checkbox"/>	<input type="checkbox"/>
Do you have a debriefing process to assess message success?	<input type="checkbox"/>	<input type="checkbox"/>

Communications Needs Assessment:

Assess what communications systems you need to support organizing

PART 1: ORGANIZATIONAL COMMUNICATIONS

Relationships with Audiences	
Describe your core membership (individuals who participate in meetings or contribute actively). How do you communicate with them (don't forget face-to-face)?	
Describe your existing network of allies and occasional supporters. How do you communicate with them?	
Has your organization identified the primary constituencies (audiences) that it hopes to mobilize in this campaign?	
For each of these audiences, name the communication venues that best reach them for the purposes of each campaign. Keep in mind the strengths and weaknesses of each tool; for example, Twitter informs and mobilizes quickly but is limited for policy debates.	
When were the databases for the communications venues you've named last updated?	

Relationships with Journalists	
How does your organization develop a working relationship with critical reporters?	
Do reporters call your organization when covering the issues your organization cares about?	
Do journalists contact you for quotes, story ideas, or responses on issues your organization cares about?	
Do you regularly contact reporters to pitch story ideas?	
Communications Work in Organizing Campaigns	
Do you plan your communications work hand-in-hand with your organizing campaigns?	
Do you plan to use communications work as a component of your upcoming campaigns? How?	
Challenges and Successes	
What does your organization do well in the arena of communications/ public relations?	
List your biggest communications/ public relations challenges.	
Comments	
Have we forgotten anything that affects your communications work?	

PART 2: COMMUNICATIONS FOOTPRINT

A Pre-Campaign Assessment of Communications Readiness

What Is a Communication Footprint?

A communications footprint measures your current ability to reach:

- Core membership
- Members who participate occasionally
- Existing allies
- Broader communities whose support is needed in a given campaign

A communications footprint also measures group ability to “talk to power,” for example, to reach:

- Main institutional targets (corporate, legislative, administrative agency, legal, etc.)
- Other institutional targets that can pressure main target (e.g., when groups lobby legislators to pressure a colleague on his/her vote)
- Media outlets that reach any of the above

A communications footprint works together with other tools:

- **A communications audit**, which focuses on your communications infrastructure (your media database, labor power, clipping service, etc.)
- **A communications needs assessment**, which asks basic questions about how you do communication work

Why Measure Your Communications Footprint?

Organizers often take communications for granted. As with car tires, we tend not to check them unless there’s a problem, or we’re planning a long trip. But there are many reasons to check your communications footprint regularly.

- **Measuring your communications footprint increases your chances of success.**
Taking on a major organizing campaign is much like planning a long, hard trip. To maximize your chances of success, you need to think in advance about the range of constituencies they will be mobilizing, and the best venues for reaching them. For instance, some groups may use Facebook, YouTube, or Twitter, while other groups may be more easily reached through church bulletins. Language matters; an organizing campaign can be slowed down at an awkward moment because the organizers underestimated the need to translate materials into Khmer or Spanish in order to engage a key community.
- **Measuring communications footprint strengthens base-building.**
Making sure your group can communicate easily with core allies – using whatever communication modes work best – not only helps win the campaign (your short-term goal), it also helps you strengthen your ongoing base of support. New allies in one campaign become core supporters in the next.
- **Measuring communications footprint helps build an organization’s strength.**
When asking a community member or an allied organization to join a campaign, you’re seeking their support in the short term. But you also want to start a sustainable working relationship so that you can ask them for support regularly. You want individuals and groups reached to join sustainable network of allies that you can easily mobilize.

Measuring Your Communications Footprint

Summarize the objective of the organizing/policy campaign

Describe your organizing/policy campaign.

What is the campaign focus?

What is the organizing strategy?

Name all key constituencies you need to mobilize/reach to win the campaign

Institutional target:

Key allies:

Membership/staff labor power available:

Others:

Name the specific challenges this campaign presents for your organization

How easily can you communicate with the constituencies/audiences named previously? Remember, politicians increasingly pay attention to social media posts and criticism.

Relationships with constituencies/audiences	Modes of communication
Describe your core membership (individuals who participate in meetings or contribute actively).	How do you communicate with them? (Don't forget face-to-face.)
Describe your existing network of allies and occasional supporters.	How do you communicate with them?
What are the primary constituencies (audiences) that you hope to mobilize in this campaign?	What are the best venues/media for reaching them?

Relationship with institutional target(s)

How will you communicate with the campaign's institutional target? Lobbying, vigils, and boycotts are forms of communication, as are blogs and traditional media. Politicians increasingly pay attention to online dialogue.

Reevaluate relationships with key media

Does your organization have a working relationship with each media outlet (or platform) named in this communications footprint tool?

Do reporters call your organization when covering the issues your organization cares about?

Do journalists contact you for quotes, story ideas, or responses on issues your organization cares about?

Do you regularly contact reporters to pitch story ideas?

Summary

List every mode of communication or media outlet named in this tool.

When did you last update your database/contact info for media outlets named?

For modes of communication or outlets you control (websites, Facebook, listserv, newsletter), how often are they published or refreshed? Is turnaround time adequate for this campaign? What will it take to upgrade?

Comments

Is there anything else that affects your ability to reach targeted audiences?

Communications Labor Capacity:

Is limited staffing slowing your progress communicating with broader publics?

Communication Is Labor Intensive

Most organizing – gathering grievances, planning a meeting, giving testimony, negotiating with officials, documenting a problem, recruiting volunteers, resolving a conflict, assessing results – involves communicating with others. Communication exists to forward the group's vision and organizing strategy. We all communicate constantly without paying much attention. This leads many of us to think that communication, including media, just “happens.” It doesn't.

Nor does internal communication in an organization “just happen.” Communication takes work, and work takes time. If communication is inconsistent or confusing, organizing and internal organization health suffers. Leaders don't develop. New members don't stay involved. Outreach to potential allies is spotty. The first rule to remember about strategic communications is that media takes work. The checklist below lists routine tasks that a communications staff or communications committee must shoulder. It will help you think about how communication happens in your organization and what you can do to improve it.

Media outreach and visibility may improve if a group makes a strategic commitment to dedicate a staff position to communications work. Without dedicated staff, the process of learning media routines and developing efficient communications systems will be much slower. Many organizations have staff with lots of communications experience, but they find they cannot be consistent given their other responsibilities. It pays to dedicate labor power to media.

A dedicated staff person can also expand labor power for communications by coordinating students, members, and interns. Some organizations form a communications committee to support the staff person. In others, retired community members play a critical role in media outreach. In every case, communications volunteers and communications committee members need training, work plans, support, and appreciation.

What Does a Communications Coordinator Do?

The communications coordinator (or, in some groups, a communications committee) is charged with helping the organization's leaders and members communicate the group's vision, values, and strategic calls to action to its members, its allies, broader communities, and the media.

The communications coordinator (or committee) is also charged with setting up communications systems to make outreach simpler, faster, and more consistent. Systems for speaker training, message framing, media monitoring, media database maintenance, website planning and maintenance, rapid response capacity, and the like are essential tools.

Using Volunteer Help Well

Most communications work is not glamorous but tedious. For interns, consider creating work plans so that each intern has a mix of activities; some may be boring, such as coding news articles or updating media databases, and some more interesting. It helps if students/interns report on what they find out through monitoring at staff meetings or in another setting.

Hiring a clipping service can also be a very cost-effective way of monitoring media. That said, also use monitoring resources offered by others. For example, the Robert Wood Johnson Foundation monitors national media and provides regular updates on many issues related to community health.

COMMUNICATIONS LABOR CAPACITY CHECKLIST

Labor power	Y	N
Does your organization have a person assigned to communications/public relations?	<input type="checkbox"/>	<input type="checkbox"/>
Is it their only job?	<input type="checkbox"/>	<input type="checkbox"/>
If not their only job, what percentage of their time is spent on communications/public relations?		
Who does what? A communications task list		
Who facilitates the translation of group's mission and strategy into a communications plan; i.e., how should the group relate to all the publics named in its strategy?		
Who identifies media priorities?		
Who makes a communications plan?		
Who develops a work plan to operationalize the communications plan?		
Who oversees and coordinates implementation of the communications plan?		
Who monitors media: <ul style="list-style-type: none"> • for opportunities to fill news holes • for reporter leads • for current messages • for source patterns • for the group's name • to evaluate the effect on coverage of the group's communications work? 		
Who maintains and updates the media database?		
Who maintains ties with reporters (including responding to reporters' requests, following up after stories, and thanking reporters)?		
Who prepares press releases, press packets, etc.?		

Who is responsible for message development (including preparing spokespersons, brainstorming messages/frames, and designing public awareness campaigns)?
Who answers the phone when the media calls? Who responds? How is this decided (especially when working in coalition)?
Who maintains the organization's media systems (including archiving publications and related materials, filing press releases and news clips, and analyzing media coverage)?
Who maintains the organization's website?
Who teaches new staff and volunteers to use media systems?
Who performs any other public relations tasks?

Communications Strategy Assessment:

Assess whether your communications plan served your organizing campaign

Background: organizing campaign

Briefly describe the organizing campaign and your outreach plan (communications plan). (If this was an unexpected event and media called you for comment, briefly describe the situation and your response.)

Plan a review session to assess a media/communications campaign

Who needs to be at the table to assess the campaign? List everyone who participated in planning the communication campaign. Pick a date to meet for one hour.

Make copies of the communications plan. Send these to participants in advance.

Make copies of any press releases and resulting clippings. Put in a binder to have at the review meeting.

If you do not have a timeline, make a timeline of key events in the campaign.

Outreach and access: questions to assess a media campaign

Audience reach

Did you identify how targeted communities get their information?

Did you communicate through these targeted media?

Did you reach desired communities via these venues?

Did you attend to multilingual needs adequately? If not, list language groups whose outreach needs additional attention next time.

What would you change next time?

Were any important audiences not reached?

Media access

In which targeted venues/outlets did you get coverage?

In which targeted venues did you not get coverage?

In which untargeted outlets did you get coverage?

For online media, how many hits did you receive?

Did you engage reporters you already have relationships with?

Did you build new relationships with reporters?

Have you added these new reporters to your media list/database?

Were materials sent out in time for reporters/editors to cover the story?

Did follow-up calls occur in a timely fashion?

Media content

What was the message you wanted to send?

Was material available in all needed languages?

Did press releases/visuals/ads/petitions/etc. all send a clear message?

Media content

Did most reporters understand your message and report it accurately? What was reported most accurately?

Did some reporters misunderstand or misrepresent your message?

How did opponents' messages fare?

Did anyone – allies, reporters, or opponents – ask hard questions that you felt underprepared to answer? Flag these as important.

Media messengers

Did you prepare your spokespersons?

Were your spokespersons effective messengers?

If yes, what worked? If no, what should you change?

What did spokespeople learn? What needs improvement?

How will you change how you prepare your spokespersons?

Updating infrastructure

Which communications systems did you use (communications plan, media database, media clipping files, framing caucus, media protocols)?

Did every group/staff person know the media protocols?

Did you use outreach to update your media database?

Did you use any coverage received to update your media database?

How will you integrate lessons from the campaign into your infrastructure? Who does that and when?

Labor

When were you short staffed?

Could interns, members, or volunteers have helped?

What work did you need to outsource? Did this work?

Cost

What did the campaign cost (time, printing, ads, etc.)?

Crisis communications

If this was an emergency/rapid-response situation, did your existing communications systems work?

What was missing or needs improvement?

Media Outreach Capacity:

Assess an organization’s media outreach capacity from its media database

The growth of a database (from campaign to campaign, from year to year) is a solid measure of an organization’s rising capacity to contact media outlets and reporters. This tool uses your media database to document growth in your media outreach capacity.

REMEMBER: *Media outreach is labor-intensive. Before undertaking an expansion of your group’s media outreach capacity, first assess your communications priorities. Some groups may find their needs can be met by face-to-face communication, internally controlled media (a website or newsletter) and selected media serving a targeted region (community radio). One size media database does not fit all. The goal is to be able to reach all media outlets/contacts that can help you reach desired audiences.*

Some of the questions in the rest of the toolkit may have already been answered as you have made your way through this toolkit. The rest of the tools and exercises in this toolkit will continue to offer you chances to ensure that your work is thorough and comprehensive.

Media database	Y	N
Does your organization maintain a list of media contacts?	<input type="checkbox"/>	<input type="checkbox"/>
Is it updated regularly?	<input type="checkbox"/>	<input type="checkbox"/>
How often?		
By whom?		
Is the database searchable?	<input type="checkbox"/>	<input type="checkbox"/>
How many distinct media outlets are listed in the file? (Give the number.)		
How many reporters/distinct individuals are listed as contacts? (Give the number.)		
When was the database last updated?		
When was the database last used?		

Planning	Y	N
Does the organization have a strategic organizing plan or priorities?	<input type="checkbox"/>	<input type="checkbox"/>
Is outreach to media addressed in that plan?	<input type="checkbox"/>	<input type="checkbox"/>
Does the organization have a communications plan?	<input type="checkbox"/>	<input type="checkbox"/>
Does the organization keep a yearly media calendar to anticipate deadlines?	<input type="checkbox"/>	<input type="checkbox"/>
How many times per year do you reach out to media (on average)?		
Does campaign or event planning include a timeline charting when media outreach should begin?	<input type="checkbox"/>	<input type="checkbox"/>
Do you have the capacity to respond to an unplanned call from media?	<input type="checkbox"/>	<input type="checkbox"/>
Resources	Y	N
Do you have other systems for tracking outreach to media? Name them:		
Can you contact outlets using a database?	<input type="checkbox"/>	<input type="checkbox"/>
Do you have a clipping service?	<input type="checkbox"/>	<input type="checkbox"/>
Do you file the clips into an archive?	<input type="checkbox"/>	<input type="checkbox"/>
How many labor hours per month are set aside for communications/media work?		
For each campaign, do you note which media were contacted?	<input type="checkbox"/>	<input type="checkbox"/>
Do you post clips on your website/listserv?	<input type="checkbox"/>	<input type="checkbox"/>
Do you have a web manager? How many hours per month does s/he work?		

Media Monitoring for Content:

Assess the frames and messages of coverage

Why Monitor?

Monitoring the media teaches you about how media institutions work. You become an active rather than a passive media consumer; you are watching the game and learning the rules. You are getting to know the players (read: reporters and editors), what they like and dislike, what sources they prefer, and where there might be openings for you to become a source. This prepares your organization to enter the media playing field.

Media monitoring can help you solve problems with both content and access. By monitoring for content, you are exploring what's already being said, and what's *not* being said. Monitoring can help you know how to open a dialogue with a reporter or pitch a story to an editor. It can help you objectively document gaps in a media outlet's coverage.

Nuts and Bolts: Establishing Clipping Files

To begin to monitor coverage:

- Subscribe to a news clipping service that reviews key publications and broadcasts in your media market. In addition to your organization's name, a service can clip for references to your campaigns and issues.
- File the coverage in binders organized by year.
- For campaigns that attract radio and TV coverage, tape broadcasts for later review. (Sometimes a local university can help you do this.)
- Add an analytics tool to your website to track website visitors.
- Enter the clippings in a database so that articles can be looked up by author, data, subject, etc.
- Interns can also analyze clippings to track trends.

Monitoring for Content: Mapping Strengths, Problems and Growth

Monitoring for content can measure:

- Which people and organizations are recognized as sources (authorities on the issue).
- What key sources are saying.
- What your organization or leadership has been quoted as saying.
- What messages were carried in words or via images, photos, choice of spokespersons, etc.
- Whether your message/frame is in the media coverage.
- Whether different media are carrying different messages.
- Which events/institutions are seen as newsworthy.

Campaign Assessment

To look back at your campaign's effectiveness:

- Provide a list of media outlets contacted.
- For outlets contacted, how many relevant articles, broadcasts, etc. appeared?

- Of those articles, how many mentioned the organization, its spokespersons, its members, or its work?
- How many quoted the organization, its leaders, or its members?
- Was the quote at the top (first three paragraphs) or the bottom paragraph of the story?
- How many articles carried your organization’s message? For example, health justice media monitoring would look for these messages:
 - Communities of color and poor communities face deep inequalities in food and recreation
 - These produce unsafe, unfair health conditions impacting all, especially youth
 - To protect youth, communities must fight to preserve their land, air, water, and traditions
 - Health justice organizing uses modest health campaigns to build organizing infrastructure, test strategies, and develop new leaders for a long campaign toward health equity

These numbers provide a measure of campaign media outreach.

USE CLIPPING FILES TO MONITOR AND TRACK MEDIA FOR CONTENT

Monitor	Track
Which people and organizations are recognized as a source (authority on the issue)	List all individuals and groups quoted or mentioned
What main sources are saying	List what sources say in lead and conclusion
What your organization or leadership has been quoted as saying	List quotes by leaders or organization
What messages were carried in words or via images, photos, choice of spokespersons, etc.	Review quotes, images, etc.
Whether your message/frame is in media	Compare message in press release to articles
Whether reporters cover your organization accurately	Compare articles to organization press releases
Whether different media are carrying different messages	Compare event coverage in different media
Which events/institutions are seen as newsworthy	Count amount of coverage for different events

Monitoring for health justice messages

Review recent media clippings. Highlight when and where these messages occur.

<p>Health is a human right. Communities of color continue to experience inequalities in health as in most social arenas: the economy, education, politics, environment, food and recreational access, etc.</p>	<p>May describe social determinants of health.</p> <p>May describe cumulative effects of inequalities on educational achievement, health, longevity, etc.</p>
<p>Structural racism/inequality. Despite the legal gains of the civil rights era, institutional racism continues to diminish health chances in communities of color.</p>	<p>May cite examples in food and recreation justice, job deserts, political representation, access to other resources.</p>
<p>It's pervasive, systemic. Racism, poverty, and related health disparities are rooted in social systems. They are not natural, nor can they be addressed solely by individual efforts.</p>	<p>Evidence: cases, studies, etc.</p>
<p>Progress demands the time and effort of many. Communities need to mobilize and to pressure for broad public/government support to ensure community health and promote common good and democracy. It takes a movement to raise an issue.</p>	<p>Examples of mobilization, successful campaigns, model programs.</p>
<p>Of clippings reviewed, in what percentage did any element of these messages occur?</p>	

Market Entry: Monitoring for access

Monitoring to Assess Market Entry

Knowing which media cover (or don't cover) an issue helps an organization decide which media to approach. This evaluation tool measures the extent to which an organization has identified media outlets and reporters that reach its priority audiences. Essentially, it assesses the quality of a database and whether it is being used. That is, it measures whether the database includes key contacts, and whether the organization actually uses the database in its campaigns.

Identifying entry points	Y	N
Has your organization identified media outlets most commonly used by its priority audiences?	<input type="checkbox"/>	<input type="checkbox"/>
Has your organization created a monitoring system to track those outlets?	<input type="checkbox"/>	<input type="checkbox"/>
Is data collected regularly by a clipping service or other means?	<input type="checkbox"/>	<input type="checkbox"/>
Has the organization reviewed monitoring data regarding those outlets to identify "news holes" (e.g., publications, reporters, or sites that cover this issue and geographic area)?	<input type="checkbox"/>	<input type="checkbox"/>
From monitoring, has the organization identified priority publications, reporters, and websites? If yes, list them below.	<input type="checkbox"/>	<input type="checkbox"/>
Which reporters or beats might be worth approaching?		
Which broadcasts, publications, or websites cover the region or issue regularly?		
Utilizing entry points	Y	N
When possible outlets are discovered via monitoring, are they entered into the media database?	<input type="checkbox"/>	<input type="checkbox"/>
How many contacts does the media database include?		

When was media database last updated?			
Campaign-centered evaluation		Y	N
How many contacts are in organization's media database?			
Of these, how many were targeted for organization's current campaign? (May be a small number.)			
Describe the communications campaign and attach the communications work plan.			
List targeted (i.e., appropriate for campaign) media outlets. May be a small number.			
List media outlets actually contacted.			
Were outlets/contacts emailed or faxed press advisories?		<input type="checkbox"/>	<input type="checkbox"/>

Were outlets/contacts called before events?	<input type="checkbox"/>	<input type="checkbox"/>
Were outlets/contacts sent reports and/or press packets?	<input type="checkbox"/>	<input type="checkbox"/>
How many of the contacted outlets covered the campaign?		

Media Standing:

Assess how media views your organization

An organization can use its media database and monitoring files to measure **media standing**; whether it is seen as worth listening to. By comparing attempts to enter the market (via the previous tool) with results from your monitoring files, you can track your organization's rise or fall in standing over time. Media standing is one measure of a group's success.¹ Conversely, it flags where a group's media work warrants more attention. Standing must first be measured to establish a baseline, then measured after each campaign or yearly.

Goal: The organization achieves standing as a respected source of information in its media market(s).

Baseline assessment
 These numbers provide a baseline for further evaluation.
 PREREQUISITE: Organization must monitor media for one year, and maintain clippings.

How many articles, broadcasts, etc. appeared for selected keywords in one year?

How many articles, broadcasts, etc. mentioned the organization, its spokespersons, its members, or its work?

How many articles, broadcasts, etc. quoted the organization, its leaders, or its members?

How many quotes were at the top (first three paragraphs) or at bottom paragraph of the articles?

How many articles carried the organization's message?
 For example, a health justice organization would track these messages:

- Communities of color and poor communities face deep inequalities in food and recreation.
- These produce unsafe, unfair health conditions impacting all, especially youth.
- To protect youth, communities must fight to preserve their land, air, water and traditions.
- Health justice organizing uses modest health campaigns to build organizing infrastructure, test strategies, and develop new leaders for a long campaign toward health equity.

Yearly evaluation
 Compare these numbers to baseline numbers. Has standing gone up or down?

How many articles, broadcasts, etc. appeared for selected keywords in a subsequent year?

¹ Increasingly, foundations use media coverage as a measure of an organization's effectiveness.

How many articles, broadcasts, etc. mentioned the organization, its spokespersons, its members or its work?

How many articles, broadcasts, etc. quoted the organization, its leaders, or its members?

How many quotes were at the top (first three paragraphs) or the bottom paragraph of the articles?

How many articles carried the organization's message?

Campaign assessment

These numbers provide a measure of campaign media outreach.

For a given campaign, provide a list of media outlets contacted. May be a small number.

For outlets contacted, how many related articles, broadcasts, etc. appeared?

Of these, how many mentioned the organization, its spokespersons, its members, or its work?

How many quoted the organization, its leaders, or its members?

How many articles carried the organization's message?

How many quotes were at the top (first three paragraphs) or the bottom paragraph of the articles?

Market Saturation:

Assess your organization's media reach

When an organization gains the capacity and standing to place its message consistently in all the outlets that are critical for its campaign or issue, we can say that it has achieved **market saturation**.

On average, it takes five to seven years in a medium-sized media market (Minneapolis, New Orleans, Richmond, Albuquerque) to achieve this. In larger media markets (New York, San Francisco/Oakland, Los Angeles, Chicago), it may take longer. In a small media market, it may take a shorter time, but there are other drawbacks; the media outlets may tire of covering an issue.

There are two aspects of saturation:

- Is your organization routinely a leading source in your targeted media?
- Is your desired message being reported routinely?

Short-term

Which media outlets were targeted as priorities in this campaign? List and give number.

Has the organization's monitoring system tracked these outlets?

Has the organization reviewed monitoring data from those outlets?

Which targeted outlets mentioned your organization's campaign/efforts?

Which targeted outlets quoted the organization's members/leaders/staff?

Which targeted outlets conveyed the organization's message?

Long-term

Has information from monitoring targeted outlets been entered into the media database?

At routine intervals (one year), and/or after campaigns, monitor and tally media coverage.

How many articles? Is this more or less than previous coverage?

Has the percentage of articles covering campaign, its leaders, and/or its messages increased?

Has the percentage of outlets, broadcasts, and postings with your organization's message increased?