

# COMMUNICATION CAMPAIGN PROPOSAL



**Hunger Free Montgomery**

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March 15, 2022

Prepared for the leadership of MANNA Food Center

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March 15, 2022

Dear Mrs. Dennis,

Thank you for giving me the opportunity to present a communication campaign for MANNA Food Center. I am a graduate student at the University of Maryland Global Campus (UMGC), pursuing my master's degree in strategic communication. I have B.A. in Communication Studies from UMD and have two years of experience developing various communication products. As a part of my capstone experience at UMGC, I have developed a one-year communication campaign for Manna Food Center.

To develop this campaign, I have evaluated the MANNA's Food Center existing owned, shared, and earned media, completed staff interviews, and performed in dept-research on the effectiveness of various communication strategies for nonprofit organizations. Furthermore, I have identified the target public, strengths, weaknesses, potential threats, and opportunities for MANNA" Food Center's future communication outreach.

This proposal is based on collected information and expressed needs and concerns of MANNA Food Center staff. It outlines goals and objectives and communication strategies and tactics to achieve those goals. Also, it includes the timeline, budget, evaluation plan, numerous annexes, and various communication products. All proposed strategies take into account the available budget and utilize existing staff.

By implementing outlined communication campaign strategies, Manna Food Center has an opportunity to expand its communication efforts to raise awareness among the general population and reach potential donors, supporters, vendors, and people they serve. Again, I thank you for the opportunity to develop the communication campaign, and I look forward to your thoughts and feedback.

Sincerely,

Alan Barzani

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## SITUATION ANALYSIS

MANNA Food Center is a nonprofit organization based in Montgomery County, MD, serving local community members who experience food insecurity. It was created by the community in 1983 with the mission to eliminate food insecurities by increasing access to food for those in need and strengthening community skills that empower healthy nutrition by connecting neighbors in need to resource providers and each other. Today the organization distributes 12,000 pounds of food daily and serves 50,500 people every year.

The MANNA Food Center is a well-recognized organization with a long history of working in the community with positive public opinion. It has transparent spending procedures and runs numerous effective programs. The nonprofit has the support of local and state governments and numerous corporate sponsors.

Moreover, it has established long-lasting relationships with farmers, vendors, volunteers, and donors. As a result, the organization has an outstanding reputation and credibility and is seen as an efficient nonprofit that donors can confidently donate. More than 40 grant-making organizations and 12,000 corporate, faith-based, nonprofit organizations and individual donors have contributed and continue to support the Manna Food Center. In addition, the organization has a well-developed website and established social media.

While the organization has many strengths, it has limited staffing and does not have a communication director or established communication plan and strategies. It has very low social media interaction, does not use GOOGLE/Social Media analytics, does not run a blog, and fails to utilize earned media channels. Like many other nonprofits, MANNA Food Center faces many threats posed by the COVID-19 pandemic, such as the rising cost of food, increasing demands, and access to funding. In addition, in the world of social media, damage to reputation is always a possible threat for any organization.

However, MANNA Food Center has many opportunities to expand its communication efforts to raise awareness among the general population and reach potential donors, supporters, vendors, and people they serve. It can develop a communication plan with well-developed communication and evaluation strategies, start a blog on the existing website, grow social media, write press releases/editorials, connect and establish relationships with traditional media and create virtual events.

The challenge of the communication campaign is to expand social media outreach and presence, create an effective blog, and establish relations with traditional media to support the mission of MANNA Food Center and raise awareness of its services and programs.

## GOALS

- Be recognized as the leading nonprofit hunger-relief organization that strives to eliminate hunger in Montgomery County.
- Utilize owned media to foster thriving long-term relationships with Montgomery County residents, communities, government, and businesses.
- Establish and maintain media relations to raise awareness, build solution solutions, and foster volunteerism and service.

## OBJECTIVES

- Raise awareness of MANNA Food Center's mission, services, and programs by 25% by March 2023.
- Increase the number of MANNA Food Center social media followers to 10,000 by March 2023.
- Improve social media user engagement to 10% by March 2023.
- Increase the number of posts on all social media platforms by May 2022.
- Utilize MannaFood.org to create a blog and post bi-weekly by May 2022.
- Post weekly news and bi-monthly press releases on the homepage by May 2022.
- Establish a relationship with local newspapers and generate an Op-Ed Series by June 2022.
- Foster connection with local news stations to secure two TV segments by July 2022

## TARGET PUBLIC

**Residents of Montgomery County Experiencing Food Insecurity:** People living in Montgomery County who experience food insecurity, including individuals with limited income, seniors, children, the minority population from underprivileged communities, and anyone qualified for Manan Food Center services.

**Residents of Montgomery County and Washington DC-Baltimore (General Population):** Residents of Montgomery County and surrounding areas with the ability and willingness to volunteer time and/or donate food to the organization to help members of their community.

**Potential Partners and Business Donors:** Members of the local business community, such as small businesses, restaurants, farmers, and grocery stores, or any food production and distribution entities who could be potential partners or donors.

## MESSAGES

### M 1:

MANNA Food Center is the leading nonprofit in Montgomery County for residents experiencing food insecurity. It serves residents of Montgomery County to eliminate food insecurities by increasing access to food to those in need. It has several food banks, pantries, and many programs that empower healthy nutrition. So, if you or anyone you know experiences food insecurities, MANNA Food Center is here to help.

- MANNA Food Center is the leading nonprofit in Montgomery County that fights food insecurities.
- If you experience food insecurities for any reason, visit our food banks and pantries.
- Utilize our community programs to learn how to cook and learn about healthy nutrition.
- MANNA Food Center is here to help you regardless of your circumstance.
- If you experience food insecurities for any reason, MANNA Food Center is here to help.

### M 2:

MANNA Food Center accepts food and monetary donations and welcomes all volunteers. In addition, anyone in the local community willing to offer a helping hand is a welcomed addition to the cause. Helping the lives of those less fortunate is our mission and a noble goal to work towards.

- Donate food.
- Donate money.
- Volunteer your time.
- Help neighbors in need.
- Improve the community by helping others.

### M 3:

By partnering with MANNA Food Center and becoming a donor, you contribute to the community's wellbeing. In addition, by contributing to MANNA Food Center's efforts, you are helping others and positioning yourself as a trusted and respected business in the community.

- Partner with MANNA Food Center.
- Become a donor.
- Gain exposure to a wider community.
- Give back to the community.
- Help your community to prosper.

STRATEGIES	TACTICS
Generate buzz around MANNA Food Center's service and programs by employing owned and paid media.	<p><b>T1:</b> Event Campaign: Utilize Hunger Action month to host the "Hunger-Free Montgomery" public event to raise awareness about the MANNA Food Center's services and programs.</p> <p><b>T2:</b> Influencers Campaign: Collaborate with influencers to educate, advocate, and raise awareness about the MANNA Food Center's services and programs.</p>
Position MANNA Food Center as a leading hunger-relief organization within Montgomery County by effectively utilizing shared media.	<p><b>T1:</b> Generate various creative communication products for distribution on various social media platforms.</p> <p><b>T2:</b> Use social media analytics to monitor the use and engagement of all social media platforms.</p>
Mobilize the community to improve MANNA Food Centers' audience participation through social media engagement.	<p><b>T1:</b> Create monthly themes using creative storytelling to use across all social media platforms.</p> <p><b>T2:</b> Create a campaign hashtag and use it to post, respond, share other people's content.</p>
Supercharge the use of social media channels by engaging in regular posts across all platforms	<p><b>T1:</b> Post daily on Twitter, Instagram, and Facebook.</p> <p><b>T2:</b> Once per month, post a video to YouTube and promote it across all platforms.</p>
Create a space for an engaging blog on MannaFood.org to increase website traffic.	<p><b>T1:</b> Create a webpage to host the blog posts and post bi-weekly</p> <p><b>T2:</b> Utilize google analytics to measure web metrics to better optimize the blog and overall website.</p>
Create bi-monthly press and weekly news releases in order to position MannaFood.org as the one-stop-shop for all related information	<p><b>T1:</b> Post press releases bi-monthly.</p> <p><b>T2:</b> Post news releases weekly.</p>
Form Media Alliances with local Newspapers to pursue an Op-Ed Series, coverage, and community outreach.	<p><b>T1:</b> Write letters to editors and opinion pages to raise awareness and promote Manna Food Center services, programs, and events.</p> <p><b>T2:</b> Create and propose an Op-Ed series with prominent local newspapers.</p>
Develop a relationship with TV news stations to promote cooperation, events coverage, and community outreach.	<p><b>T1:</b> Reach out to local news stations to foster relationships.</p> <p><b>T2:</b> Invite local news stations to food drives and other events.</p>

## TIMELINE

For a detailed timeline and Gantt chart, see [Annex B: Timeline, Budget, Gantt Chart](#)



[Click Here](#)

## BUDGET

According to the 2020 annual report, Manna Food Center had \$11,218,157 in total revenues and \$1,623,070 was paid to staff, and \$700,495,00 was spent on programs related expenses. The existing staff is sufficient to carry out the campaign. Therefore, no additional budget allocation for staff salary is needed. The communication campaign expenses will fall under program-related expenses and will only require additional expenses to carry event and to recruit the influencer. One should remember that a communication event is also a fundraising event, and we expect a high ROI. We also expect a high ROI from recruiting the influencer with many followers for a wider audience reach. In addition, there is a possibility to negotiate the amount to be paid to influencers. See [Annex B: Timeline, Budget, Gantt Chart](#) for budget calculation.



## EVALUATION PLAN

The evaluation plan provides guidance for determining the effectiveness of the communication campaign and examining how well the initial plan was implemented. Therefore, it is important to plan for evaluation ahead of the implementation phase. In addition, continuous evaluation during the project is necessary to assess if the objectives were met and adjust accordingly. Finally, the end of the project evaluation is necessary to determine the campaign's impact and the lesson learned to go forward. The following are guiding principles and a detailed evaluation plan for each objective.

**Preparation Evaluation:** Evaluate whether each objective was successfully implemented and utilized and determine what could be done in the future to either improve delayed objectives or replace unimplemented objectives.

- Determine which objectives reached the implementation stage and which objectives did not.
- Accesses the willingness and motivation of staff and volunteers to determine whether or not the objective was unrealistic or required different implementation.
- Discuss with the staff the effects of these changes and whether or not they interrupted crucial workflow.
- Evaluate which objectives were easiest to implement and which required more time than originally anticipated to reconcile such issues for next year.

**Impact Evaluation:** Determine the individual successes of each objective and its implementation:

- Evaluate the successes of each objective based on their ability to meet their goals. Were they successful, and were they implemented successfully?
- Determine the number of person-hours required vs. the expected number of person-hours and discover where the issue arises.
- Examine whether there is a correlation between donations or people seeking assistance and the implementation of the individual objectives. What worked, and what had little to no effect?
- Reexamine goals that failed to reach their stated objective. Were these goals successful in different ways, or do they need to be altered for better results?

Objective # 1	Raise awareness of MANNA Food Center's mission, services, and programs by 25% by March 2023.
Evaluation Items	<ul style="list-style-type: none"> <li>• Brand Awareness.</li> <li>• Social Media brand monitoring and awareness metrics: @mentions, shares, links, comments, impressions, reach, etc.</li> </ul>

	<ul style="list-style-type: none"> <li>• Influencer Campaign Metric (Brand Awareness, Views, Brand Mentions, Hashtag Use, Clicks)</li> <li>• Event Campaign Metric (Brand Awareness, Views, Brand Mentions, Hashtag Use, Clicks, Attendants)</li> </ul>
<b>Goal/Date</b>	<ul style="list-style-type: none"> <li>• 25% Increase in Brand Awareness in the general population (12/2022)</li> </ul>
<b>Pre-campaign</b>	<ul style="list-style-type: none"> <li>• Administer pre-campaign Knowledge, Attitude, Practice (KAP) survey to access the level of brand awareness.</li> <li>• Measure pre-campaign social media metrics for brand monitoring and awareness.</li> </ul>
<b>During the campaign</b>	<ul style="list-style-type: none"> <li>• Use social media metrics once a week for brand monitoring and awareness. Adjust accordingly.</li> <li>• Monitor Influencer Campaign Metric every month, adjust accordingly.</li> <li>• Measure Event Campaign Metric before, during, and after the campaign.</li> </ul>
<b>Post-campaign</b>	<ul style="list-style-type: none"> <li>• Administer post-campaign KAP survey to access the changes in the level of brand awareness.</li> <li>• Measure changes in social media brand awareness metrics.</li> <li>• Measure overall Influencer Campaign Metric.</li> <li>• Measure overall Event Campaign Metric.</li> </ul>

<b>Objective # 2</b>	<b>Increase the number of MANNA Food Center followers on Facebook, Twitter, Instagram, and YouTube to 10,000 by March 2023.</b>
<b>Evaluation Items</b>	<ul style="list-style-type: none"> <li>• The number of original communication products created for each platform.</li> <li>• Audience Growth Rate</li> <li>• The number of followers for each platform.</li> </ul>
<b>Goal/Date</b>	<ul style="list-style-type: none"> <li>• Facebook = 10,000</li> <li>• Twitter = 10,000</li> <li>• Instagram =10,000</li> <li>• YouTube = 10,000 (12/2022)</li> </ul>
<b>Pre-campaign</b>	<ul style="list-style-type: none"> <li>• Facebook = 4623</li> <li>• Twitter = 1779</li> <li>• Instagram =1882</li> <li>• YouTube = 250</li> </ul>
<b>During the campaign</b>	<ul style="list-style-type: none"> <li>• Monitor the number and effectiveness of produced communication products and adjust accordingly.</li> <li>• Use social media analytics to monitor the overall number of followers and Audience Growth Rate.</li> </ul>
<b>Post-campaign</b>	<ul style="list-style-type: none"> <li>• Measure the number and effectiveness of produced communication products.</li> <li>• Measure changes in the numbers of followers for each platform.</li> </ul>

<b>Objective # 3</b>	<b>Improve social media user engagement to 10% by March 2023.</b>
<b>Evaluation Items</b>	<ul style="list-style-type: none"> <li>Social Media User Engagement Rate = Number of Engagements / Number of Followers x 100.</li> </ul>
<b>Goal/Date</b>	<ul style="list-style-type: none"> <li>10% increase by 12/2022.</li> </ul>
<b>Pre-campaign</b>	<ul style="list-style-type: none"> <li>Measure the User Engagement Rate for each platform.</li> </ul>
<b>During the campaign</b>	<p>Monitor social media engagements to content on each platform:</p> <ul style="list-style-type: none"> <li>Instagram: Likes, Shares, Saves, Comments, Direct Messages.</li> <li>Facebook: Click-throughs, Comments, Reactions, Shares.</li> <li>Twitter: Likes, Comments, Retweets.</li> <li>YouTube: Likes and Dislikes, Comments, Shares.</li> </ul>
<b>Post-campaign</b>	<ul style="list-style-type: none"> <li>Calculate User Engagement Rate for each platform.</li> </ul>

<b>Objective # 4</b>	<b>Increase the number of posts to 1/day on Facebook. Twitter, Instagram by May 2022.</b>
<b>Evaluation Items</b>	<ul style="list-style-type: none"> <li>Number of posts for each platform</li> <li>Social Media Impression (# of users exposed to content)</li> <li>Channel performance report</li> <li>ROI</li> </ul>
<b>Goal/Date</b>	<ul style="list-style-type: none"> <li>Facebook = 7/week</li> <li>Tweeter= 14+/week</li> <li>Instagram= 7/week</li> <li>YouTube = 1/months 4/2022</li> </ul>
<b>Pre-campaign</b>	<ul style="list-style-type: none"> <li>Facebook = 2/week</li> <li>Tweeter= 2/week</li> <li>Instagram= 2/week</li> <li>YouTube= 1/bi-monthly</li> </ul>
<b>During the campaign</b>	<ul style="list-style-type: none"> <li>Monitor the number of posts for each platform adjust as need it.</li> <li>Perform Channel reports once a month to assess the effectiveness of each platform</li> <li>Track Social Media Impressions</li> </ul>
<b>Post-campaign</b>	<ul style="list-style-type: none"> <li>Total number of posts for each platform</li> <li>Social Media Impression report</li> <li>Channel performance report</li> <li>ROI</li> </ul>

<b>Objective # 5</b>	<b>Utilize MannaFood.org to create a blog page to post bi-weekly by May 2022</b>
<b>Evaluation Items</b>	<ul style="list-style-type: none"> <li>• The number of Blog Posts published.</li> <li>• Website Analytic Metrics (Number of visitors, Source of incoming traffic, Interactions per visit, average time per page, etc.)</li> </ul>
<b>Goal/Date</b>	<ul style="list-style-type: none"> <li>• Post Bi-weekly, 5/2022.</li> <li>• Increase Website Analytic Metrics by 20%.</li> </ul>
<b>Pre-campaign</b>	<ul style="list-style-type: none"> <li>• Run Google analytics metrics.</li> </ul>
<b>During the campaign</b>	<ul style="list-style-type: none"> <li>• Monitor the number of posts per week.</li> <li>• Monitor website analytics once a month.</li> </ul>
<b>Post-campaign</b>	<ul style="list-style-type: none"> <li>• Evaluate the number of posts and posts interactions</li> <li>• Measure changes in website metrics.</li> </ul>

<b>Objective # 6</b>	<b>Post weekly news and bi-monthly press releases on the homepage by May 2022</b>
<b>Evaluation Items</b>	<ul style="list-style-type: none"> <li>• The number of Weekly News published.</li> <li>• Number of Press Releases published.</li> <li>• Media Coverage.</li> <li>• Website Traffic and Content Interaction</li> </ul>
<b>Goal/Date</b>	<ul style="list-style-type: none"> <li>• Post News Release 1/week (May 2022)</li> <li>• Post Press Release 1/ 2months (May 2022)</li> </ul>
<b>Pre-campaign</b>	<ul style="list-style-type: none"> <li>• News Release 1/months</li> <li>• Press Release 1/ 6 months</li> </ul>
<b>During the campaign</b>	<ul style="list-style-type: none"> <li>• Monitor number of news releases and press releases</li> <li>• Monitor media coverage</li> <li>• Monitor website traffic and content interaction after release</li> </ul>
<b>Post-campaign</b>	<ul style="list-style-type: none"> <li>• Evaluate the Number of Weekly News published.</li> <li>• Evaluate the Number of Press Releases published.</li> <li>• Evaluate media coverage of press releases.</li> <li>• Evaluate related website metrics.</li> </ul>

<b>Objective # 7</b>	<b>Establish a relationship with local newspapers and create an Op-Ed Series by June 2022.</b>
<b>Evaluation Items</b>	<ul style="list-style-type: none"> <li>The number of publications in earned media.</li> </ul>
<b>Goal/Date</b>	<ul style="list-style-type: none"> <li>Letter to Editors by June 2022.</li> <li>Create Op-Ed Series by June 2022.</li> </ul>
<b>Pre-campaign</b>	<ul style="list-style-type: none"> <li>Number of Publications = 0</li> </ul>
<b>During the campaign</b>	<ul style="list-style-type: none"> <li>Monitor for press coverage.</li> </ul>
<b>Post-campaign</b>	<ul style="list-style-type: none"> <li>Evaluate the number of publications in earned media.</li> </ul>

<b>Objective # 8</b>	<b>Foster connection with local news stations to secure two TV segments by July 2023.</b>
<b>Evaluation Items</b>	<ul style="list-style-type: none"> <li>The number of TV segments coverage.</li> </ul>
<b>Goal/Date</b>	<ul style="list-style-type: none"> <li>Secure 2 TV segments by July 2023</li> </ul>
<b>Pre-campaign</b>	<ul style="list-style-type: none"> <li>Number of TV segments coverage= 0</li> </ul>
<b>During the campaign</b>	<ul style="list-style-type: none"> <li>Monitor for media coverage.</li> </ul>
<b>Post-campaign</b>	<ul style="list-style-type: none"> <li>Evaluate the number of segments in media coverage.</li> </ul>

## Annex A: Personas

### Persona 1:

#### Residents of MoCo Experiencing Food

#### Insecurity



**Name:** Patricia Torres

#### Demographic Info

- Female
- The early 30s
- Married mother of 4
- Works multiple jobs
- Lives in Germantown

#### Media Preferences

- Social Media (Facebook, Instagram)
- Does not watch TV or read a newspaper
- The source of news is Facebook, immediate family, and members of the community

#### Psychographic Info

- Stressed but hopeful
- Concerned about the wellbeing of her family
- Want a better future for her kids
- Aware of social and food inequalities in MoCo
- Have experienced and knows people who experienced food insecurity
- Concerned with the ongoing COVID 19 pandemic and its effect on the wellbeing of the community
- Concerned with school education, the rising cost of food, and economic instability in general

#### Consumer Preferences

- Have used food banks and food pantry
- Sometimes donates to the local church (Household items, food, money)
- Sometimes donate to charitable causes at register and food collection bins in supermarket
- Somewhat likely to donate to the food bank and food drive
- More likely to donate to local charity or church
- Don't have a preference for stores and brands that give back to their local communities
- Somewhat likely to purchase products with charity affiliation

## Persona 2:

**Residents of MoCo & Washington**

**DC-Baltimore Area**

**(General Population)**



**Name:** Gayle Smith

### Demographic Info

- Female
- The Mid 50s
- Caucasian
- Married
- Mother of two
- Lives in Bethesda
- Federal Government employee

### Media Preferences

- Social Media (Facebook, Instagram)
- Washington Post, Bethesda Beat
- Cable news (CNN, NBC4 Washington, WUSA9, WTOP)
- Various Podcasts
- Consider news from variable sources

### Psychographic Info

- Outgoing and compassionate
- Like to be informed
- Involved in the life of the community (volunteering, donating, member of community organizations)
- Aware of social and food inequalities in MoCo
- Concerned with the ongoing COVID 19 pandemic and its effect on the wellbeing of the community
- Believes in social equality and considers access to food, shelter, and health care as a basic human right
- Thinks that everyone can contribute to community needs

### Consumer Preferences

- Never used Food Bank and/or food pantry
- Regularly donates to charity (Household items, food, and money)
- Often donate to charitable causes at register and food collection bins in supermarket
- Likely to donate to the food bank and food drive
- More likely to donate to well-recognized charity and if there is a personal connection to the cause
- Prefers stores and brands that give back to their local communities
- More likely to purchase products with charity affiliation

## Persona 3:

### Potential Partners & Business

#### Donors



**Name:** William Butler

#### Demographic Info

- Male
- Late 60s
- Caucasian
- Married
- Father of 4 and grandfather of 6
- Lives in Damascus
- Co-owns a local farm and farm market

#### Media Preferences

- Social Media (Facebook)
- Cable News (NBC4 Washington, Fox 5DC, WTOP)
- Washington Post
- Prefer and consider TV news as more reliable

#### Psychographic Info

- Somewhat outspoken but still very cordial
- Involved in the life of the community and like to be a leader and set the example
- Aware of social and food inequalities in MoCo
- Concerned with the ongoing COVID 19 pandemic and its effect on the wellbeing of the community
- Concerned with climate change and its effect on crops and food production in general
- Believes in helping other people due to the moral obligations
- Believes that local businesses should help the community

#### Consumer Preferences

- Never used Food Bank and/or food pantry
- Regularly donates to local churches and charities (Household items, food, and money)
- Often donate to charitable causes at register and food collection bins in supermarket
- Likely to donate to the food bank and food drive
- More likely to donate to local and/or well-recognized charity
- Don't have a preference for stores and brands that give back to their local communities
- Somewhat likely to purchase products with charity affiliation



## [Annex B: Timeline, Gantt Chart, Budget](#)



[Click Here](#)

## Annex C: Ethics Briefing

The ethics and morality of any communication campaign are critical components, especially when utilizing owned, shared, paid, and earned media. When communicating with journalists, TV producers, editors, influencers, bloggers, and other stakeholders, communications staff can encounter ethically ambiguous situations related to transparency, confidentiality, and conflict of interest. Ignoring potential ethical issues may harm an organization's reputation and prospects, especially charitable organizations. Therefore, communication staff should anticipate and accommodate any ethical challenges during the campaign and commit to ethical practices.

The primary ethical consideration for the campaign is the transparency and accuracy of messages across all communication platforms. Communication staff shall always be truthful and accurate in all their communications and aim to maintain the integrity of relationships with the clients, donors, partners, media, government officials, and the public. In case of miscommunication, they should take necessary actions to correct erroneous communications and take responsibility for the action. The other ethical consideration is ethically ambiguous situations related to transparency, confidentiality, and conflict of interest. As a nonprofit organization, MANNA Food Center depends on its reputation for continuing support of donors and local government. Therefore, communication staff should always consider the reputation of Manna Food Center and be prepared for crisis communication.

To maintain the MANNA Food Center reputation and integrity of relationships with the clients, donors, partners, media, government officials, and the public, all communication staff should

- Be accurate and clear in all communications.
- Evaluate every communication in terms of its ethical implications, considering the wellbeing of clients, donors, partners, communities, and the entire population.
- Immediately correct inaccurate communications for which the practitioner is responsible.
- In case of crisis, follow the crisis communication plan.
- Base all their ethical decisions using the *Common Good Approach*, assuming the individual's wellbeing is linked to the good of the entire community.

## Annex D: Legal Briefing

The main legal matter concerns the communication staff should consider the nonprofit status of MANNA Food Center and the appropriate use of funds by communication campaign.

In Maryland or the United States, a nonprofit is labeled a 501© (3) organization, and there is an annual registration fee based on the level of charitable contributions made. Furthermore, Maryland laws and regulations restrict how the expenditure of funds gained from donations can be spent to maintain the status as a nonprofit. To legally maintain this form of legal status, there are six requirements.

First, money cannot be used for private interests or benefits. Second, nonprofits are not allowed to support or oppose legislation officially. Third, the organization cannot donate towards a candidate of any level, whether state, local, or federal. Fourth, the organization cannot trade or obtain money from outside donations such as trading. Fifth, an annual report must be made on where the money is going. Finally, the organization must operate within the confidence of a 501© (3) organization, or they will need to refile. (See table below)

Therefore, all the communication campaign staffs activities must comply with the state requirements.

Constraint	Issue
<b>Maryland Non-profit Tax</b>	Maryland has an annual fee of \$300 to maintain nonprofit status.
<b>The requirement to maintain 501©(3) Code 1</b>	The organization cannot serve the interests of private organizations for financial gain.
<b>The requirement to maintain 501©(3) Code 2</b>	The organization cannot urge members to support or oppose legislation in any scenario.
<b>The requirement to maintain 501©(3) Code 3</b>	The organization cannot be seen endorsing or opposing political candidates, and it may not donate money to its campaigns.
<b>The requirement to maintain 501©(3) Code 4</b>	The organization cannot gain income from unrelated business endeavors such as selling food products or performing services for donators.
<b>The requirement to maintain 501©(3) Code 5</b>	The organization cannot fail to report its responsible holding and expenditure; this does not, however, must be made available for the public.
<b>The requirement to maintain 501©(3) Code 6</b>	The organization cannot operate in a manner unbefitting of a charity or nonprofit, or it will lose its 501©(3) status

## Annex E: Social Media Calendar

	Instagram	Twitter	Facebook	YouTube	Website
<b>Monday 5/2</b>	<b>8 a.m.</b> <i>Foodbank photo</i>	<b>12 p.m.</b> Cooking tips <b>3 p.m.</b> <i>Engagement re-tweets</i>	<b>1 p.m.</b> <i>Food Inequality in MoCo</i>		<b>8 a.m.</b> Blog Post # 1 <i>Food Inequality in MoCo</i>
<b>Tuesday 5/3</b>	<b>8 a.m.</b> <i>Mobile kitchen photo</i>	<b>12 p.m.</b> <i>Nutritional tips</i> <b>3 p.m.</b> <i>Engagement re-tweets</i>	<b>1 p.m.</b> <i>Press Release re-post</i>		<b>7 a.m.</b> Bi-Monthly Press Release: <i>New CC Launch</i>
<b>Wednesday 5/4</b>	<b>8 a.m.</b> <i>Pop-up Pantry Photos</i>	<b>12 p.m.</b> <i>Cooking tips</i> <b>3 p.m.</b> <i>Engagement re-tweets</i>	<b>1 p.m.</b> <i>Our Food Bank</i>		
<b>Thursday 5/5</b>	<b>8 a.m.</b> <i>Food Donations Photo</i>	<b>12 p.m.</b> <i>Nutritional tips</i> <b>3 p.m.</b> <i>Engagement re-tweets</i>	<b>1 p.m.</b> <i>How can you help</i>	12 p.m. Monthly Video Event	<b>8 a.m.</b> Blog Post # 2 <i>How you can help</i>
<b>Friday 5/6</b>	<b>8 a.m.</b> <i>Cooking Classes photo</i>	<b>12 p.m.</b> Cooking tips <b>3 p.m.</b> <i>Engagement re-tweets</i>	<b>1 p.m.</b> <i>Event</i>		
<b>Saturday 5/7</b>	<b>8 a.m.</b> <i>Volunteer of the week photo</i>	<b>12 p.m.</b> <i>Nutritional tips</i> <b>3 p.m.</b> <i>Engagement re-tweets</i>	<b>1 p.m.</b> <i>Volunteer of the week</i>		<b>8 a.m.</b> Weekly News <i>What happened this week and happening next week</i>
<b>Sunday 5/8</b>	<b>8 a.m.</b> <i>Food for Families delivery photos</i>	<b>12 p.m.</b> <i>Cooking Tips</i> <b>3 p.m.</b> <i>Engagement re-tweets</i>	<b>1 p.m.</b> <i>What happened this week and what is happening next week</i>		

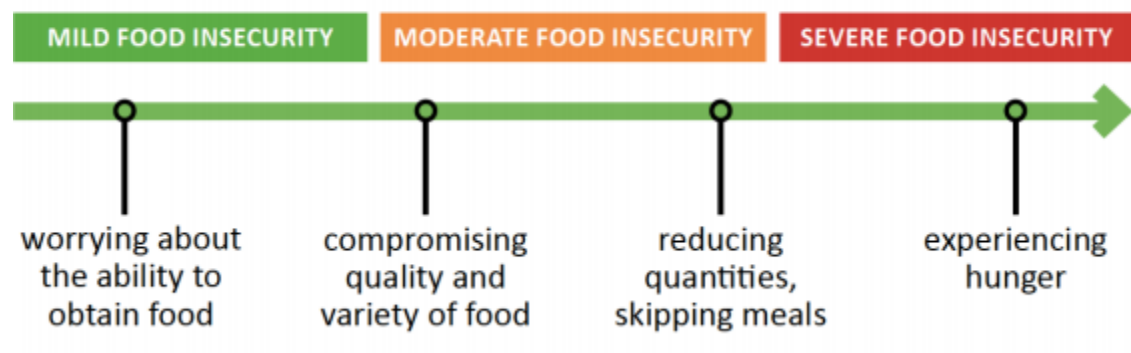
## Annex F: Tactical Annex

# BACKGROUND: FOOD INSECURITY

## What is Food Insecurity?

The U.S. Department of Agriculture (USDA) identified two types of food insecurity. Low food security or food insecurity without hunger when quality, variety, or desirability of diet is diminished. Very low food security or food insecurity with hunger when eating patterns are disrupted and reduced food intake. Food insecurity is closely related to poverty, and many people below the poverty line experience it. However, many people above the poverty line may experience food insecurity as well (USDA, 2019).

## WHAT IS FOOD INSECURITY?



## Causes & Consequences of Food Insecurity

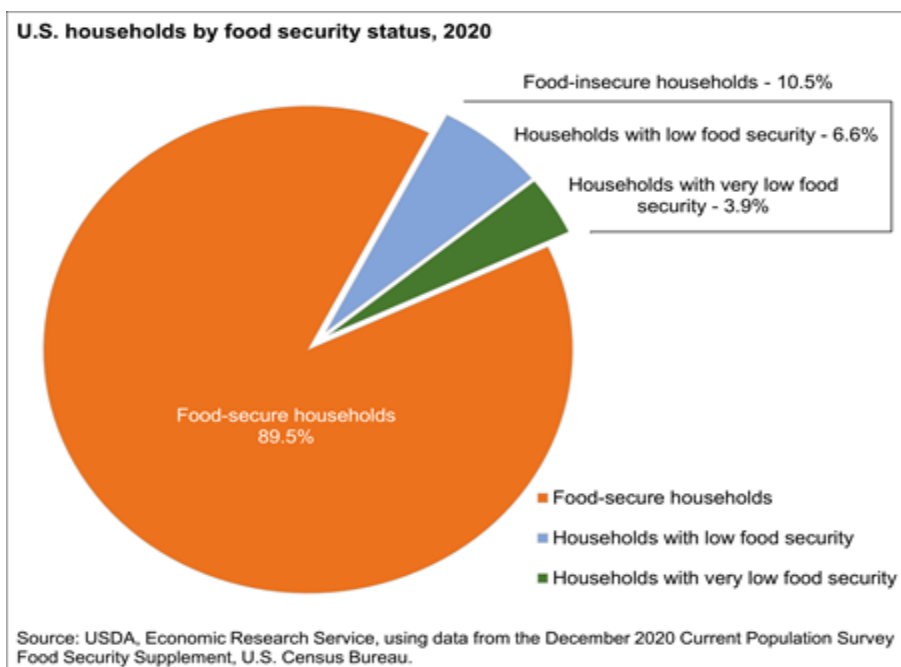
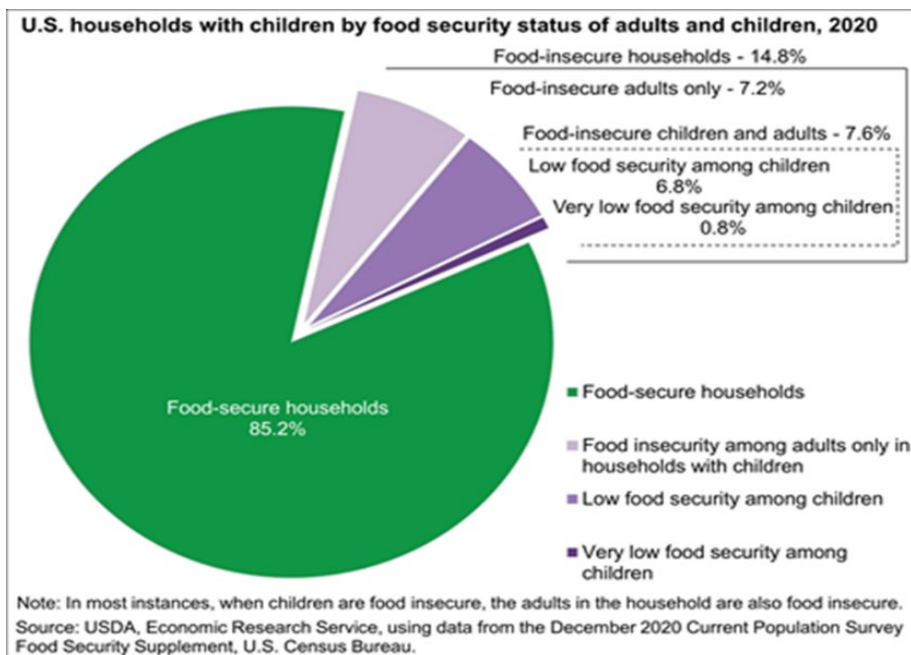
- Low/No Income
- Family History
- Employment Barriers
- Homelessness or Housing Insecurity
- Physical Health
- Mental Health
- Substance Abuse
- Children (see above issues)
- Senior Adults on fixed incomes – choose between medical care, food & utilities

*(The Kaufman Center, N/A)*

## Food Insecurity in the U.S.A.

According to USDA, in 2020, 1 in 8 Americans or more than 38 million Americans and 14.8% of households experienced food insecurity (*USDA, 2021*).

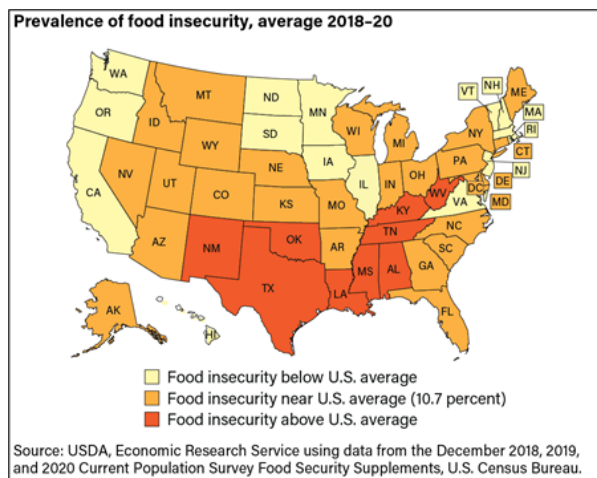
**Figure 1&2: Food Inequality in America (USDA., 2021)**



## Food Insecurity, Montgomery County, MD

According to USDA, state-level food insecurity in Maryland is near the U.S. average of 10.7% (USDA, 2021).

**Figure 3: State-Level Prevalence of Food Inequality in America (USDA., 2021)**



Montgomery County (MoCo) is located in Washington DC's suburbs and incorporates several cities and municipalities. Even though Montgomery County is the most populous and affluent jurisdiction in Maryland, some residents experience food insecurity, and the problem continues to grow. The COVID-19 health and economic emergency greatly affected food assistance needs and impacted people in every zip code of MoCo. According to the MoCo government, despite the efforts to reduce the food insecurity rate from 7% (2017) to 5.5% by 2020, it increased to 13.1 % (Montgomery County, MD Government, 2021).

**Figure 4: Food Insecurity in Montgomery County (MANNA Food Center, 2021)**

### FOOD INSECURITY IN MONTGOMERY COUNTY

**1 out of 12**  
people in Montgomery County are estimated to experience food insecurity

**1 out of 3**  
elementary school students qualify for Free and Reduced Meals (FaRMs)

**20%**  
of County Seniors (55-64 yo only) live below the self-sufficiency standard

**\$43.21<sup>PER HOUR</sup>**  
needed for a family of 3 (1 adult, 1 infant, 1 school-aged child) to be self-sufficient in Montgomery County

### HEALTH & SUSTAINABILITY

**26%**  
of Montgomery County adults eat fruits and vegetables the recommended 5 times per day

**147,000 TONS**  
of food scraps disposed of per year in Montgomery County represents 23% of solid waste disposal

Data sources from before the COVID-19 pandemic and recession: Feeding America, Montgomery County Public Schools, The Self-Sufficiency standard for Maryland Healthy Montgomery, and the Division of Solid Waste Services.



## MANNA Food Center

MANNA Food Center is one of the many nonprofit organizations fighting food insecurity in Montgomery County, located in Silver Spring, MD, and has a main warehouse in Gaithersburg, MD. Manna Food Center was created by the community in 1983 to eliminate food insecurities by increasing access to food for those in need and strengthening community skills that empower healthy nutrition. Today, the organization distributes 12,000 pounds of food daily, serves 50,500 people every year, and has many programs (*Manna Food Center, 2021*).

**Figure 3: Manna Food Center Impact (Manna Food Center, N/A)**

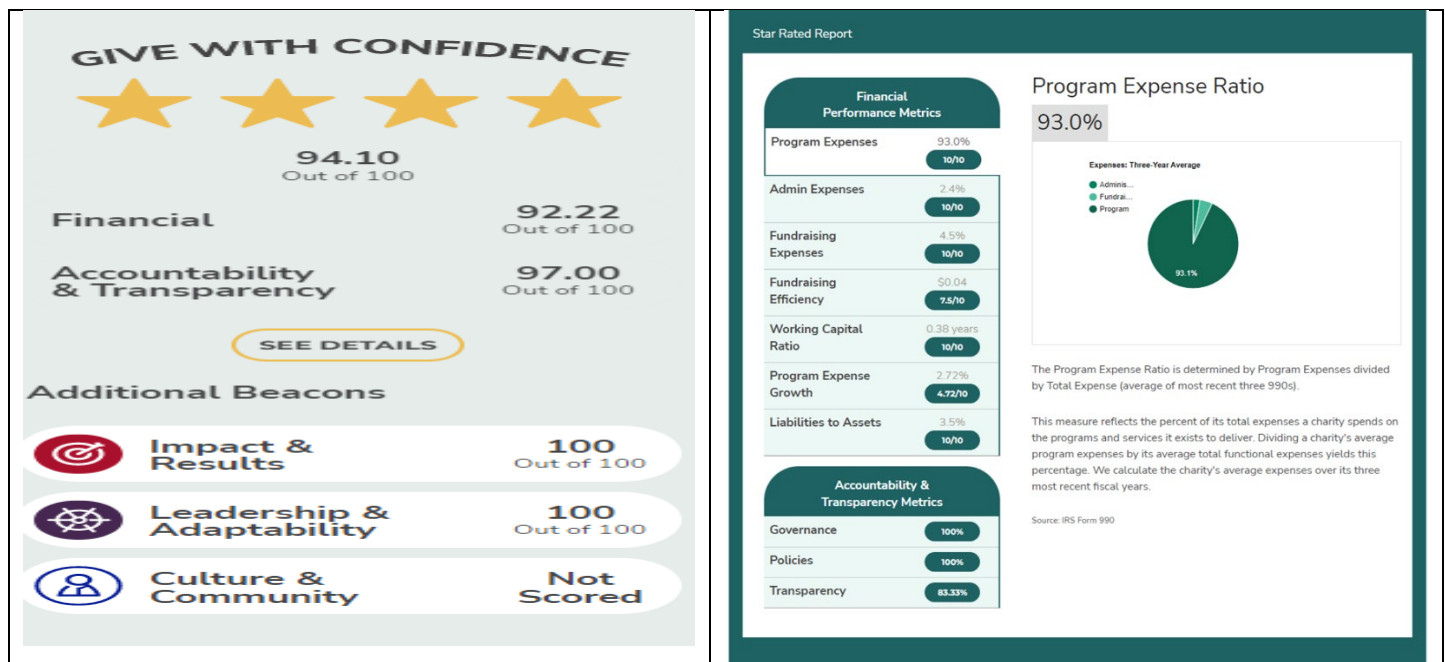


Impact numbers are for FY 2021, July 1, 2020 – June 30, 2021. For more information about our programs, visit [www.mannafood.org](http://www.mannafood.org).

The MANNA Food Center is a well-recognized and respected organization. It has a long history of working in the community with transparent spending procedures. The nonprofit has the support of local and state governments numerous corporate sponsors and has established long-lasting relationships with farmers, vendors, volunteers, and donors. As a result, the organization has an outstanding reputation and credibility and is seen as an efficient nonprofit that donors can confidently donate. (Charity Navigator, N/A; Manna Food Center, N/A)



Figure 4: Charity Navigator Rating (Charity Navigator, N/A)



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<https://www.ers.usda.gov/topics/food-nutrition-assistance/food-security-in-the-u-s/definitions-of-food-security/>

## MEDIA EVENT TALKING POINTS

### **1. MANNA Food Center is the leading nonprofit hunger-relief organization that strives to eliminate hunger in MoCo.**

- The Manna Food Center is located in Silver Spring and has a main warehouse in Gaithersburg.
- It was created by the community in 1983 with the mission to "eliminate hunger through food distribution, education, and advocacy"
  - Manna Food Center has distributed food in the Montgomery County area for over 40 years.
  - When it first opened in 1983, it distributed 16,000 pounds of food and served just several hundred people.
  - Today the organization distributes 12,000 pounds of food daily and serves 50,500 people every year.
- Manna's mission is to end hunger through food distribution, education, and advocacy.
  - We achieve our mission and goals by:
    - Increasing access to nutritious food for all those experiencing hunger and food insecurity.
    - Through strengthening community food skills that empower healthy eating.
    - By connecting neighbors in need to resource providers and each other.
- Manna Food Center is partnered with local governments, school boards, social services, farmers, and local businesses to provide hunger-relief services for people in need.
- More than 40 grant-making organizations and 12,000 corporate, faith-based, nonprofit organizations and individual donors have contributed and continue to support the Manna Food Center.
- If you or anyone you know has experienced food insecurity, contact Manna Food Center, and we will help you.

### **2. MANNA Food Center provides numerous services and has many programs to help people in our community who experience food insecurity.**

- The organization implements several programs
  - So far, we have supported 45,210 participants and distributed over 5.3 million pounds of food.

- The "Mobile Kitchen & Pop-Up Pantry" provides food distribution and education to underprivileged families through cooking and nutritional classes.
  - There were nine hundred ninety-six participants, 65 classes, 16 pop-Up Pantries, and 226 participated in workshops and classes.
- "Food for Families" program
  - Prepares and distributes food boxes with approximately 45 pounds of perishable and non-perishable food to 38 326 families every month.
  - Nineteen distribution sites in MoCo.
- "Farm to Food Bank" purchases fresh, locally, and regionally grown produce from neighboring farms and delivers it to people in need throughout the growing season.
  - Three farmers' market
  - Collaborate with 21 Farms
  - 153,711 pounds of local fresh produce distributed
- The "Smart Sacks" program provides nutritious foods for children and their families eligible for free meals during the school days and needs assistance during the weekend
  - 4,477 students supported
  - 187, 816 bags of weekend food distributed

### **3. MANNA Food Center needs help to continue providing its hunger-relief services and programs.**

- Ninety-four cents of every dollar donated to Manna goes directly into programs that provide food for those less fortunate.
- Private citizens are the largest donors providing time, food, and money to the organization.
- MANNA Food Center accepts food and monetary donations and always needs volunteers for their many endeavors and programs.
- Please find out how to donate, volunteer, and host a food drive on our website.
- Follow us on social media to learn more.

## SHORT-FORM TWITTER SCHEDULE

Date	Text Content	Images	Hashtag	Obj.
4/01/22	Come to our <a href="#">Gaithersburg Food Drive</a> this Tuesday, April 5, to connect with your community and make a difference! Your food donations benefit	Image of the staff for the food drive waving at the camera	<a href="#">#Hunger-Free Montgomery</a> <a href="#">#MANNAFood</a>	# 4
4/02/22	Please find our latest <a href="#">Blog Post</a> at <a href="https://www.mannafood.org/Blog">https://www.mannafood.org/Blog</a> to learn about healthy habits and stay updated with our activities this week!	Image of the front page of the blog	<a href="#">#Hunger-Free Montgomery</a> <a href="#">#MANNAFood</a>	# 4
4/03/22	Want to get more involved with the community and learn more about the fight to stop food inequality in Maryland? Please find our latest Press Release today! <a href="https://www.mannafood.org/our-community/news-and-events/">https://www.mannafood.org/our-community/news-and-events/</a>	Image of the front page of the press release	<a href="#">#Hunger-Free Montgomery</a> <a href="#">#MANNAFood</a>	# 4
4/04/22	MANNA Food Center is hosting its weekly virtual " <a href="#">Stay Healthy</a> " conference. Join us and learn about healthy eating and finding fresh food in the MoCo.	Image of the conference lead talking to kids, in an educational setting	<a href="#">#Hunger-Free Montgomery</a> <a href="#">#MANNAFood</a>	# 4
4/05/22	Visit us in our <a href="#">Silver Spring office</a> with your canned goods, help your community, and make a new friend at our food drive! Check out our <a href="#">Most Needed Food List</a>	Image of the event live on the day opening or something eventful	<a href="#">#Hunger-Free Montgomery</a> <a href="#">#MANNAFood</a>	# 4
4/06/22	Have you made a meaningful connection through our events? Maybe you had your life changed for the better while at MANNA Food. Share your stories with <a href="#">#MANNAMatters</a>	Image of community members at a farm coming together	<a href="#">#Hunger-Free Montgomery</a> <a href="#">#MANNAFood</a> <a href="#">#MANNAMatters</a>	# 4
4/07/22	MANNA Food Center has worked for over 40 years to provide nutritious food to the people of MoCo. Today enjoy our daily <a href="#">Healthy Tip!</a>	Custom made infographic filled with healthy tips	<a href="#">#Hunger-Free Montgomery</a> <a href="#">#MANNAFood</a>	# 4

## INFOGRAPHIC



### Healthy Eating Tips

**Tip # 1: To keep your family healthy, plan your family meals using the USDA guidelines**

**Fruits & Vegetables**  
**50%**

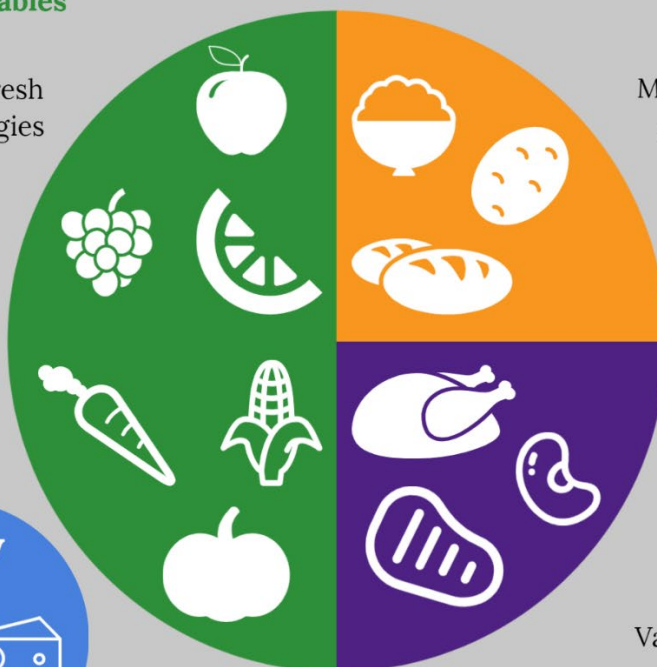
Incorporate fresh fruits and veggies by season

**Grains**  
**25%**

Make half of your grains whole grains



**Dairy**



**Protein**  
**25 %**

Vary your protein routine daily

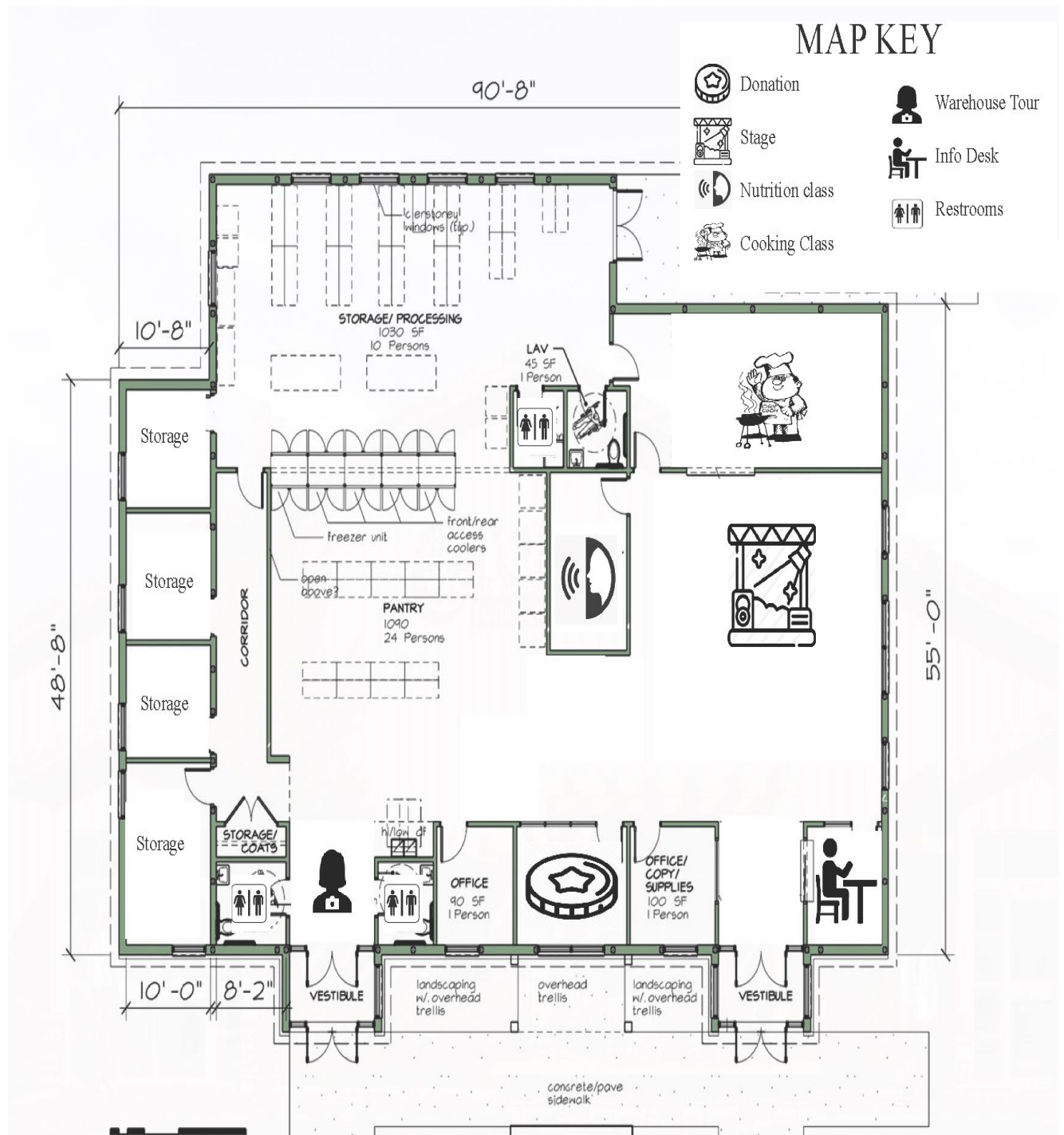
\*The nutritional recommendation is based on [USDA Dietary Guidelines for Americans, 2020-2025](#).

## EVENT PLAN



[Click Here](#)

## EVENT MAP





## MAP KEY



Entrances



Farmers Market



Food Drive



Mobile Kitchen



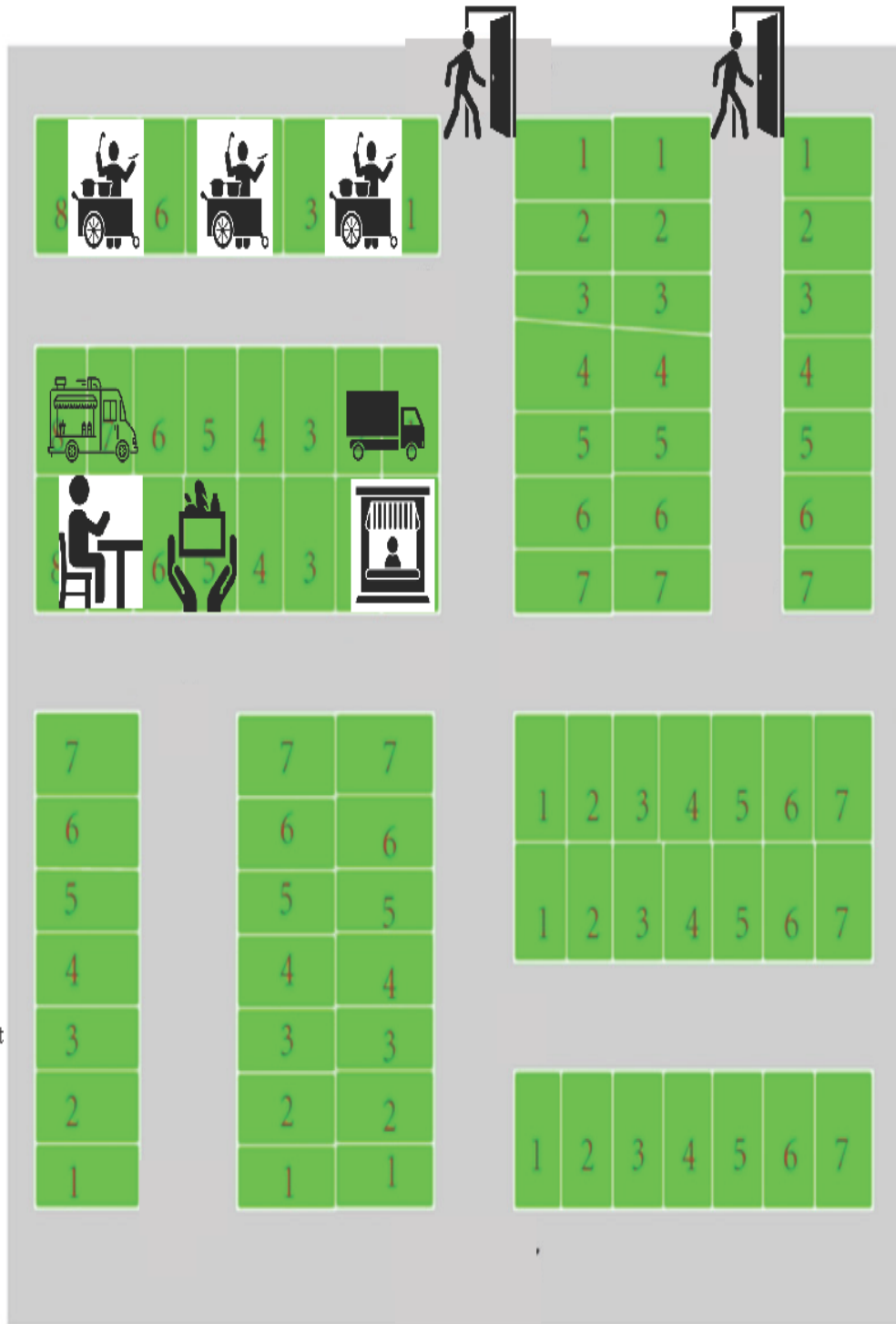
Mobile Pantry



Local Government



Info Desk





## EVENT FLYER

# MANNA FOOD CENTER HUNGER ACTION DAY

Join us on Saturday, September 17th at our warehouse  
at 9311 Gaither Rd, Gaithersburg, MD 20877

Nutrition Classes  
Cooking Classes  
Food Drive  
Warehouse Tour  
Farmers Market  
Mobile Kitchen  
Pop Up Pantry  
Live Music!



We are collecting  
canned and dry food.  
Most Needed Foods:  
Grains, Proteins, Fruits,  
and Vegetables.  
Your donations help  
families in our community.

## VIDEO PRESENTATION

# Communication Campaign Proposal



ALAN BARZANI

[Click Here](#)

## TRANSCRIPT

Slide # 1: Hello, my name is Alan Barzani. I am a graduate student at UMGC completing my master's in strategic communications, and today I present to you my communication campaign proposal for MANNA Food Center.

Slide # 2: In my presentation, I will go over the SWOT Analysis, the methodology I used to develop the communication campaign, and the campaign's major details.

Slide # 3: MANNA Food center is the leading nonprofit in Montgomery County when it comes to food banks and helping people with food insecurity. It has the trust and support of the local community government and is partnered with many local businesses.

Slide # 4: However, as with many nonprofits, it has limited staffing, social media outreach, interaction, and a lack of traditional media engagement.

Slide # 5: Therefore, MANNA Food Center has many opportunities to utilize various communication strategies to better connect with the community and its stakeholders.

Slide # 6: At the same time, the organization must be cautious of the ongoing Covid 19 pandemic and its effects on communication outreach.

Slide # 7: The proposed communication campaign addresses the challenges and opportunities facing the communication outreach of MANNA Food Center.

Slide # 8: Connecting slide.

Slide # 9: To develop this communication campaign proposal, I used Medium Communication Theory and current research on the importance of traditional and social media for nonprofits.

Slide # 10: Medium theory is a set of approaches used to convey messages regarding different communication channels. It argues that similar content across different media channels has distinct effects, and therefore various forms of mediated communication must be used for a successful communication campaign.

Slide # 11: With the growth of digital technology in the twenty-first century, traditional media has lost its place as the primary source of common information. However, it still contributes a significant share of the modern communications landscape and continues to impact audiences. Researchers agree that nonprofits can use traditional media to raise awareness about the issue, educate, and develop trust.

Slide # 12: At the same time, researchers have found that consumers' perception of social media strategies significantly affects satisfaction and trust. Positive satisfaction and trust have a significant impact on consumer donations. Moreover, researchers agree that donors are more likely to support a charity that was promoted by an influencer.

Slide # 13: Guided by theory and research, I present the Hunger-Free Montgomery Campaign using the same name for its Hashtag. The duration of the proposed campaign is a year and utilizes the existing staff.

Slide # 14: The campaign's goals are to position MANNA Food Center as the leading hunger-relief nonprofit, optimize owned and utilized earned media, and foster long-term relationships with the government, community, and business of Montgomery County.

Slide # 15: Based on the goals, the objectives will be to improve social media following and engagement, optimize and utilize the website and establish relationships with traditional media outlets.

Slide # 16: The identified target publics are the general population of Montgomery County, potential donors and business parents, and most importantly, the residents of our community experiencing food insecurity.

Slide # 17: The plan aims to communicate three core messages. First, MANNA Food Center is the leading nonprofit in Montgomery County. It welcomes all forms of donations and volunteers, and by partnering with MANNA Food Center and becoming a donor, you contribute to the community's wellbeing.

Slide # 18: I have developed strategies and tactics for each objective. This includes developing outreach events, utilizing social media daily, creating monthly communication themes.

Slide # 19: Produce monthly blog posts, create a bi-monthly press release schedule, and create an op-ed series, to name a few.

Slide # 20: Thank you for your time. If you have any questions or comments, feel free to contact me.

Slide # 21: References.

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