



**Executive Office of the President
Office of National Drug Control Policy**

Report to Congress

National Youth Anti-Drug Media Campaign

**Mr. Rahm Emanuel
Senior Advisor to the President**

November 1997

***Executive Office of the President
Office of National Drug Control Policy
Washington, D.C.***



EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF NATIONAL DRUG CONTROL POLICY
Washington, D.C. 20503

11 November 1997

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Tab A: Letter to Congress



EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF NATIONAL DRUG CONTROL POLICY
Washington, D.C. 20503

Person 1

November 13, 1997

Mr. Rahm Emanuel
Senior Advisor to the President
1600 Pennsylvania Avenue, NW
Washington, D.C. 20500

Dear Mr. Emanuel:

Rahm-
Enclosed is the Administration's action plan for the National Youth Anti-Drug Media Campaign. We are very pleased that Congress recently appropriated \$195 million for this historic drug-prevention initiative. The purpose of this report is to:

- Detail how ONDCP is developing a strategic plan for the media campaign and its three-phased implementation.
- Seek Congressional approval to obligate funds for the continued planning, implementation, and evaluation of the media campaign, pursuant to Public Law 105-61, Executive Office Appropriations Act, 1998.

Need for Immediate Action

The five-year trend of increased drug use by America's youth threatens the extensive progress that resulted from two decades of bipartisan cooperation on drug policy. While many factors contribute to juvenile drug-use trends, we can begin to halt and reverse these rates through a multifaceted communications campaign that harnesses the energies of parents, mass media, corporate America, and anti-drug coalitions. By changing the attitudes of young people toward illegal drugs, we can reduce the number of children who will use them. This is why ONDCP proposed the youth-oriented anti-drug media campaign in 1996, which was subsequently funded by Congress. Extensive consultation over the past year has reinforced our belief that a partnership of the federal government, business, non-profit organizations, and communities can produce a dramatic reduction in juvenile drug abuse and its consequences. For this reason, the national youth anti-drug media campaign has emerged as a key initiative in support of Goal 1 in the *1997 National Drug Control Strategy*: "Educate and enable America's youth to reject illegal drugs as well as alcohol and tobacco."

Progress to Date

Since last February, when ONDCP outlined the potential of this media campaign in the *1997 National Drug Control Strategy*, we have conducted extensive initial consultation with a

broad array of experts. Our planning has benefited from close coordination with the Partnership for a Drug-Free America and the Ad Council. The Partnership will be a key advisor throughout the planning and implementation of this effort. We also incorporated ideas from experts in other federal and state agencies with extensive experience in advertising campaigns that focus on youth. Additionally, we have worked closely with experts in advertising and marketing, national and local media, substance-abuse prevention, communications research, law enforcement, and community anti-drug coalitions.

In September, following a competitive bidding process, ONDCP selected Porter Novelli, a respected strategic communications firm, to assist in formulating the actual Campaign. It has since assembled a team of in-house personnel, subcontractors, and consultant experts from industry, the non-profit sector, and academia. They are currently assisting ONDCP in a broad consultation process involving nearly two hundred organizations and leaders with a stake in reducing juvenile drug use. The list includes members of Congress and their professional staff, organizations representing youth, minority and ethnic concerns, educators, government officials, public health organizations, and eminent authorities in the communications fields.

We have directed the Porter Novelli-led communications team to propose a preliminary communications strategy that includes target audiences, objectives, message strategies, and communications channels. It is in the process of analyzing past and current public health and anti-drug media campaigns and is also reviewing consumer product marketing and public-health efforts aimed at youth, minority, ethnic, and other special audiences. To facilitate this process, Porter Norvelli is forming three panels:

- Campaign Design Expert Panel will assess and refine the communications strategy. Panel members include senior advertising executives, youth marketers, leading researchers in marketing and drug prevention / intervention, public health communicators, and experts from the Ad Council and Partnership for a Drug-Free America. The resulting strategy will shape both ONDCP's paid advertising efforts and other integral components of the media campaign.
- Corporate Sponsorship/Media Match/Entertainment Industry Panel will develop guidelines for securing corporate sponsorships and other participation, identify measures that will help safeguard existing pro-bono public service activity donated by media, and propose promising cooperative efforts with the entertainment industry to de-normalize drug use. The panel will be composed of CEOs from leading corporate sponsorship firms, a former director of children's programming at NBC, a senior executive from an entertainment marketing firm, and senior experts from the Ad Council and Partnership for a Drug-Free America.

- Partnership Development Panel will ensure that ONDCP's campaign complements and reinforces the anti-drug activities of professional, civic and community associations, private businesses, community anti-drug coalitions, and government organizations. Panel members will include the members of Community Anti-Drug Coalitions of America, the Ad Council, and PDFA.

Recommendations from these panels will be incorporated into six key documents that will be completed by February 1998:

- (1) Communications Strategy Statement
- (2) Results of Ad Review and Evaluation
- (3) Prototype Paid Advertising Media Plan
- (4) Corporate Sponsorship Plan
- (5) Integrated Communications Plan, including partnerships and entertainment industry outreach
- (6) Request for Proposals to Implement the Media Campaign

These documents will outline a comprehensive media campaign strategy that emphasizes advertising, but also includes the full range of media forms and techniques that influence today's youth. The reach of advertising will be supported and enhanced through news coverage, internet and new media initiatives, partnership activities with private corporations and community groups, and initiatives with the entertainment industry that affect images and messages that children receive about drugs.

Early in the planning process, ONDCP determined that there would be two parts to the advertising component of the media campaign -- paid advertising and public service announcements. The paid campaign will be limited to messages about illegal drugs. As media time and space is purchased, ONDCP will seek public service time as a bonus. This will be used for a variety of drug-related messages relating to youth such as public service ads on mentoring, drug-related violence, underage use of alcohol and tobacco. These messages will be obtained from the Ad Council, other government agencies, non profit organizations, and PDFA.

Although we believe a paid media campaign is the quickest, most effective means of changing youth attitudes and behavior about drug use, research shows that there is typically a two year time lag between changing risk perceptions of youth about drugs and reductions in actual drug use. More information on ONDCP's campaign planning and development process can be found under Tab B.

Three Phases of the Campaign

In order to gain maximum value from the federal investment, ONDCP will conduct the National Youth Anti-Drug Media Campaign in three phases. Each phase builds on work completed in earlier phases and provides continuous feedback to ensure campaign effectiveness.

Phase I: Conceptual Development (the "learning lab" phase). Assuming early Congressional approval, we will begin airing anti-drug messages targeting children between the ages of nine and seventeen and adults who influence them (parents, teachers, coaches, and mentors) in December 1997. The following is the concept of operations for Phase I:

- Will air ads in 12 cities over a four-month period.
- Atlanta, Baltimore, Boise, Denver, Hartford, Houston, Milwaukee, Portland (OR), San Diego, Sioux City, Tucson, and Washington, D.C. are the proposed sites.
- City selection addresses various ethnic and geographic audiences, and drug use trends. Campaign emphasizes entry-level drugs (e.g., marijuana, inhalants) in all markets, and focuses on local epidemics (e.g., heroin, cocaine, methamphetamines) where appropriate.
- Will measure impacts on audiences and evaluation of tactics and strategies of this initial advertising component of Campaign.
- Will use existing TV, radio and print advertisements from the Partnership for a Drug-Free America and Ad Council.
- Will monitor adequacy of exposure rates and reactions from target audiences and stakeholder organizations.
- Will provide necessary feedback about campaign design and management to help shape Phases II and III.

More detailed information on this first phase can be found at Tab C.

Phase II: Initial Nation-Wide Advertising ("validation" phase): Beginning in April, 1998, we will expand the anti-drug advertising component of this Campaign to reach audiences nationwide. The following is the concept of operations for Phase II:

- Will use broadcast and cable network as well as local television, radio, and print media to reach all major media markets.
- Phase II will be based on the results of Phase I and our final communications strategy to be developed by February, 1998. Only messages supporting the strategy will be played.
- Will begin production of new messages based on the communications strategy (developed by February, 1998).
- Will increase monitoring and evaluation to gain maximum information on Campaign performance.

- Will increase partnerships with the private sector, community coalitions and other organizations, and state and local governments as visibility of Campaign increases and as opportunities for involvement become known.

Phase III: Integrated Communications Program (implementation and continued validation phase). By September, 1998, a fully-integrated Media Campaign, using all media forms and the most effective communications strategies and approaches to influence youth, will move into full operation. The following is the concept of operations for Phase III:

- Will reach target audiences at effective exposure rates through a combination of TV, radio, print, Internet, and other media outlets. May include other types of marketing.
- A professional communications contractor(s) will manage all aspects of the Campaign, including media planning and buying, development of new message strategies, corporate participation, public service, and private-sector involvement, and evaluation.
- Other non-advertising components of the Media Campaign (e.g., entertainment industry, Internet and new media, corporate outreach, news media outreach, professional sports, etc.) will begin to be incorporated.
- Continuous evaluation and modification of communications strategies.
- Advertising industry will do the bulk of additional creative work on a pro-bono basis via PDFA.
- Will accelerate the establishment of more formal and mature partnerships with community-based and national anti-drug groups; local and state governments; private businesses, and sports teams.
- Messages will be linked and coordinated wherever possible and appropriate to existing demand reduction resources and activities in local communities.
- Messages will be refined to meet the special needs of local populations and address specific issues.

Through participation by media and corporate partners, we anticipate substantially increasing public service contributions to this Campaign. Based on well-documented research, we expect the Campaign to produce tangible reductions in drug use attitudes and use among young people within two to three years.

The three phases of this Campaign should proceed as a seamless operation. Planning and logistics activities will be integrally related and later phases will require the advance commitment of funds. The purchase of media time for Phase II, for example, must be accomplished during Phase I. Exploiting the momentum of cumulative anti-drug advertising will require continuous funding.

Compliance with Statutory Provisions

In approving \$195 million for this historic public / private-sector endeavor, Congress established parameters to orient the National Youth Anti-Drug Media Campaign Funds expended for this campaign:

- Must supplement and not supplant current anti-drug community based coalitions.
- Must supplement and not supplant current pro-bono public service time donated by national and local media networks.
- Must not be used for partisan political purposes.
- Certain officials and individuals may not be featured in the campaign without advance notice to the Committees on Appropriations and the Senate Judiciary Committee.
- A detailed implementation plan must be developed to secure private-sector contributions including, but not limited to, in-kind contributions.
- Organizations, entities, or individuals that receive funding or are provided media time and space in conjunction with this campaign must meet specified qualifications.
- An evaluation system must track the campaign's success.

ONDCP's strategic planning process fully addresses statutory requirements outlined at Tab D. Additionally, ONDCP intends to provide quarterly updates to Congress that will address compliance with all requirements.

Projected Expenditures of FY 1998 Appropriated Funds

ONDCP estimates that the \$195 million authorized by Congress for the National Youth Anti-Drug Media Campaign will be expended as follows:

Phase I: Advertising in Selected Cities (over four month period). Approximately \$20 million to conduct and evaluate the initial advertising strategies and tactics in 12 cities.

Phase II: Initial Nation-Wide. Approximately \$65 million to expand the advertising component of the campaign to national media markets. Substantial portions must be obligated in the first and second quarters of calendar year 1998 to assure availability of required commercial time slots.

Phase III: Integrated Communications Program. Approximately \$93 million to implement ads and other media prescribed by our integrated communications program. Fourth quarter FY 1998 expenditures are projected to include purchases of media time that will be shown in the first quarter of FY 1999. Per the appropriations language, \$17 million will not be available for obligation until 1 October 1998.

More information on projected expenditures can be found under Tab E.

Conclusion

ONDCP's National Youth Anti-Drug Media Campaign is an integral part of a bipartisan national effort to combat drug abuse among our nation's youth. Congress' full support for the project sends an unmistakable message to all Americans that immediate action is being taken to reverse the unacceptable increase in juvenile drug use. Reflecting the collective vision of Congress, community groups, the advertising industry, and other concerned organizations and individuals, the Campaign affirms that prevention can work, stresses the negative repercussions of drug use, and empowers parents to discuss this vital subject with their children. As conceived, this initiative has tremendous potential for reducing drug use among young people and sustaining long-term anti-drug attitudes. Tab G includes letters of endorsement for ONDCP's consultation process and letters of support from a wide spectrum of anti-drug interest groups.

Our success hinges on formulating and implementing an effective media strategy, creating powerful messages, targeting the right audiences, enlisting support from the private and public sectors, and complementing other national efforts to reduce illicit drug use by America's youth. We look forward to Congress' early approval of funds to initiate the campaign. Working together on this program, we can begin to change the attitudes that drive drug use.



Barry R. McGaffrey
Director

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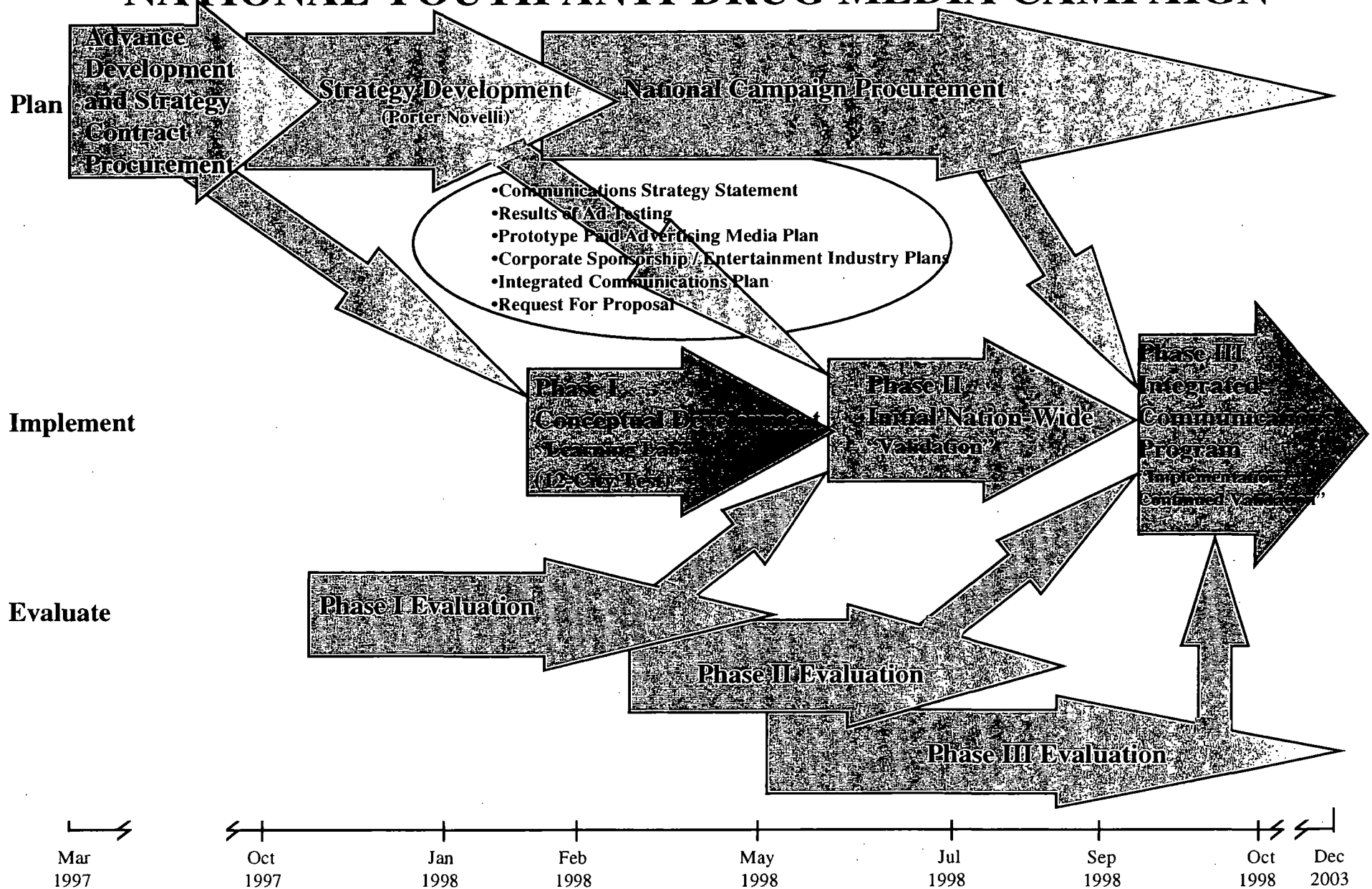
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5-YEAR NATIONAL YOUTH ANTI-DRUG MEDIA CAMPAIGN



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Media Campaign Planning and Development Process

Overview

In mid-September, the Office of National Drug Control Policy (ONDCP) awarded the communications firm Porter Novelli a contract to plan a comprehensive anti-drug media campaign targeting youth ages 9 to 17 and the adults who influence them. The plan that Porter Novelli is developing will provide ONDCP with a broad, comprehensive, cost-effective media strategy along with additional strategies for extending and multiplying the penetration of the media campaign messages. In an intense four-month planning cycle, Porter Novelli is designing this national media strategy based on a comprehensive social marketing model with input from noted experts in the public, private, and academic sectors.

The media strategy will be used to structure and guide ONDCP's paid media advertising campaign. A concurrently produced plan will also identify and recommend non-advertising components in an integrated communication mix (such as media outreach, entertainment industry, Internet and other types of new media, and partnerships) to effectively reach, motivate, and enable members of the target audiences to reject illicit drug use. Where appropriate these components will link to existing demand reduction programs at the national and community levels.

The Scope of the Work

Porter Novelli will develop four major planning documents: a communication strategy statement, a prototype paid advertising media plan, an integrated communication plan, and a corporate sponsorship/entertainment industry plan. The **communication strategy statement** will clearly define the target audiences for the campaign, the communication objectives for each target audience (i.e., what we hope to accomplish through communication), and the most promising message strategies to affect each objective (i.e., how we plan to communicate). Concurrently, existing anti-drug public service announcements (PSAs) from the Partnership for a Drug-Free America, the Ad Council, and other sources will be assessed by expert review and target audience research to identify those PSAs that are consistent with the communication strategy. This review will also determine any gaps in the existing inventory of PSAs (by audience, objective, and strategy) that eventually must be filled with new ad productions.

The **prototype paid advertising media plan** will be developed by a subcontractor of Porter Novelli, Creative Media, a New York-based media planning and buying agency. The media plan will be a blueprint to guide the cost-effective, paid placements of selective anti-drug ads. The plan will specify, for a given level of total advertising expenditure, the recommended media mix (i.e., the proportion of media weight given to TV, radio, print, outdoor, and Internet advertising) and placement within each medium nationally and

locally to achieve maximum reach and frequency with all target audiences. It will also discuss recommendations for obtaining donated media as a match for paid media placements.

The *integrated communications plan* will describe ways to dramatically extend the reach and influence of the paid ad campaign through other forms of marketing communication. It will include approaches for generating media coverage of the campaign, for instance through feature stories and op-ed pieces in consumer and professional media outlets including newspapers, magazines, newsletters, TV, radio, journals, and association newsletters. The plan will also recommend strategies for Internet and other new media initiatives, special events, and sports teams and celebrities involvement. The plan will address partnerships and alliances with other organizations including government agencies, professional and trade associations, and community and consumer organizations. As with the prototype paid media plan, the integrated communications plan will be based upon the core recommendations in the communication strategy statement to ensure that it targets the right audiences with the right communication objectives and message strategies.

The *corporate sponsorship/entertainment industry plan* is the final of the four plans to be developed by Porter Novelli. It will provide a set of recommendations that will guide the creation and planning of a broad, far-reaching corporate sponsorship program. Its goal is to further extend the reach of ONDCP's communication strategy and paid media efforts through creating corporate and entertainment industry sponsorships, programming changes and other involvement; obtaining additional paid ad placements and a variety of in-kind services; and identifying ways to secure and enhance the media match (contributions for public service time and space) for the paid campaign.

In Sum

These four documents will generate a communication campaign that will carry anti-drug messages to America's youth and youth-influential adults in an integrated, strategic, and aggressive manner. The campaign will take full advantage of the complementary strengths of paid advertising, integrated marketing communications, strategic alliances, and corporate partnerships to ensure the most effective possible use of the government's media-related demand-reduction investment.

Porter Novelli's Process

To create the documents described above, Porter Novelli is using a systematic process, culling the insights and experience of leading experts and stakeholders from a wide variety of appropriate disciplines and professional arenas. The process focuses on analyzing what works when communicating anti-drug messages to youth, youth-influential adults, and other stakeholders. To accomplish this, Porter Novelli is coordinating the development of three expert panels whose objectives, composition, and process are described below.

Campaign Design Expert Panel

The *campaign design expert panel* will consist of high level media, marketing, communication, and substance abuse prevention experts, researchers, and evaluators brought together by Porter Novelli and ONDCP. The panel is charged with suggesting the strategic approach including identifying key target audiences and communication objectives, and recommending the most appropriate communications techniques, spokespersons and media vehicles to affect youth and adults who are influential in their lives. The members of this panel include experts in the following fields: drug use epidemiology (Dr. Lloyd Johnston, Monitoring the Future Project; Dr. Zili Sloboda, National Institute of Drug Abuse), drug use prevention (Dr. Gilbert Botvin, Columbia University Medical School; Mr. James E. Copple, Community Anti-Drug Coalitions of America), anti-drug advertising (Dr. Phillip Palmgreen, University of Kentucky; Ms. Doria Steedman and Ms. Ginna Marston, Partnership for a Drug-Free America; Mr. Murray Gaylord, Ad Council), anti-drug community interventions (Dr. Mary Ann Pentz, University of Southern California), anti-drug family interventions (Dr. Tom Dishion, University of Oregon), youth-focused marketing and advertising (Mr. Richard Delano, Independent Consultant; Ms. Kenetta Baily, PEPSICO; Mr. Joe Muse, Muse, Cordero & Chen; Dr. James McNeal, University of Texas), youth-focused marketing research (Peter Zollo, Teen Research Unlimited - pending), and public health and public interest campaigns (Dr. Amelie Ramirez, University of Texas; Dr. Robert Hornik, University of Pennsylvania).

In preparation for the first of two panel meetings, to be held on October 20th and 21st, Porter Novelli is conducting an extensive literature search and drafting a position paper to provide initial recommendations regarding target audience definitions, communication objectives, and message strategies. At their first meeting, members of the Campaign Design Expert Panel will discuss and suggest revisions to the initial recommendations. They will also review, and potentially suggest revisions to, the design of a focus group research study to be fielded in the time between their first and second panel meetings.

The objectives of the focus group research are to gather quantitative and qualitative feedback on existing anti-drug PSAs from members of the youth target audiences, and to assess their perceptions about the costs and benefits of drug use and non-use. A total of 30 focus groups will be conducted in large metropolitan areas and small cities in four regions of the country (West, Northeast, Mid-West, South) with young people divided into following age groups: 9-11, 12-13, and 14-16. The majority of the focus groups will be single sex (boys or girls) and multi-ethnic (with the ethnic mix appropriate to each geographic location). Three mixed-gender groups will be conducted with African-American youth. The results of the focus group research will be provided to the Campaign Design Expert Panel members to assist them in assessing the adequacy of existing anti-drug PSAs.

Partnership Development Expert Panel

Given the goal of this campaign, it is vitally important that the strategy developed incorporates diverse viewpoints and identifies promising partnership opportunities for youth anti-drug prevention. This will be accomplished by soliciting the input of key stakeholder organizations, as well as organizations that are not yet involved but may provide important channels through which to extend and reinforce the paid media campaign. Insight from these organizations will enable us to discover fertile areas for collaboration. In a multi-faceted, multi-year national communication campaigns such as this, such collaborations are extremely important to achieve the greatest results. Partnership activities will extend the ONDCP media strategy by communicating key messages to target audiences in multiple ways through multiple channels--a critical ingredient of effective social marketing.

To gain input and develop solid recommendations for future partnerships, Porter Novelli is convening a ***partnership development expert panel***, made up of three distinct task forces. Each task force represents individuals from diverse arenas, namely: 1) government, 2) consumer groups, and 3) appropriate human service professionals (medical, mental health, drug prevention, teachers/coaches, and so forth). In early November, Porter Novelli will bring these task forces together in Washington for a day-and-a-half meeting during which their ideas about effectively magnifying and multiplying the anti-drug messages of the paid advertising campaign to target audience members around the country will be elicited.

Corporate Sponsorship/Entertainment Industry Expert Panel

In late October, Porter Novelli will convene a panel of experts to advise and assist in shaping and directing the tremendous potential of sponsorships with corporate America and the entertainment industry. This panel of experts from the entertainment industry and corporate America will develop recommendations for generating additional campaign resources through corporate sponsorships, as well as reducing demand for illicit drugs by deglamorizing drug use depictions in the entertainment media. Members of the panel currently include Mr. Sonny Fox, director of the Soap Summit--an annual briefing of soap opera producers, directors, and writers on important social issues--and a former director of children's programming at NBC, Ms. Katie Chin, Vice President of Worldwide Entertainment and Licensing for Alcone Marketing Group, Mr. James Millman, Chairman of Millsports Corporate Sponsorships, and Ms. Donna Finer of the Ad Council. Members of this panel are currently advising Porter Novelli and ONDCP and will meet the week of October 27 to begin to draft the corporate sponsorship/entertainment industry plan.

Integration into the Campaign

Through convening the three expert panels, Porter Novelli will gain invaluable input and recommendations which it will analyze and appropriately incorporate into the strategic

planning documents that will be provided to ONDCP. Those documents (a communications strategy statement, prototype paid advertising media plan, integrated communications plan, and corporate sponsorship/entertainment industry plan) will provide clear direction for ONDCP to follow. They lay out a broad, comprehensive and innovative media strategy incorporating the most effective use of paid advertising, as well as methods for multiplying the reach of those messages through public education, publicity, and partnership activities with corporations, the entertainment industry and community groups. The end result will be one or more solicitation documents (RFPs) through which ONDCP will acquire the services of the professional organizations that will implement these strategies.

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SECTION C: STATEMENT OF WORK/DESCRIPTION/SPECIFICATIONS

C.1 NOTICE TO OFFERORS

Offerors are apprised that due to the scope and high visibility of this project, the products and services provided under this contract will be subjected to unprecedented intense and rigorous public scrutiny from an array of perspectives. Interested parties include preeminent authorities in academia, business, public service, and government, as well as Members of Congress. The ONDCP media campaign will be among the largest ever conducted by the Federal government, with total expenditures potentially reaching \$800 million over five years. The communications strategy developed by the contractor selected will have a major influence on the ultimate success of the campaign and can also have significant implications for other organizations and agencies, both within and outside the government.

For these reasons, the analysis to be conducted under this RFP must be of the highest caliber, and to be fully responsive the offerors should understand that an offer that benefits from the insights and expertise of experts from a variety of fields will be viewed as most responsive to the needs of the Government and ONDCP. Recommendations must be convincing, fully supported, and able to withstand the highest level of scrutiny and evaluation. This should be reflected in the resumes of key personnel and in the amount of time dedicated to this project.

In preparing the RFP, ONDCP was fully aware that it is highly unlikely that any one organization, regardless of its past experience, will have the sufficient depth and breath of expertise, experience and other resources required to complete this project alone in the limited time periods allocated for each phase. Therefore, offerors are strongly encouraged to form consortia or team with other organizations and individuals whose expertise, networks, and other capabilities will enable each component of this contract to be implemented in an exemplary manner. Such teaming or subcontracting should be appropriately noted in the proposal.

C.2 REQUIRED EXPERIENCE

Offerors should have extensive knowledge and expertise in a wide array of current youth drug use issues, trends, data (including pertinent recent surveys and research from University of Michigan, National Institute on Drug Abuse (NIDA), Substance Abuse and Mental Health Services Administration (SAMHSA), Centers for Disease Control (CDC), National Cancer Institute (NCI), Center on Addiction and Substance Abuse (CASA), Parent Resource

Institute on Drug Education (PRIDE), Partnership for a Drug-Free America (PDFA), and other organizations), and the National Drug Control Strategy, in addition to extensive experience in social marketing, commercial advertising and marketing, communications research, and substance abuse prevention fields. Offerors will also receive a briefing by ONDCP on the basic concepts of the paid media initiative.

C.3 PURPOSE

The Administration has proposed a \$175 million paid media campaign to reduce drug use among youth. The campaign will focus on motivating young people to reject illegal drugs and encouraging parents to talk with their children about the subject. The campaign will also include a significant public service component. For example, as advertising buys are negotiated, the contractor will also seek pro bono public service time or other support from media organizations. To prepare to implement this initiative, ONDCP seeks a contractor:

- (1) to take the lead role to develop recommended strategic objectives and other components for the campaign;
- (2) to prepare a media plan;
- (3) to prepare the request for proposals for the campaign's complete implementation;
- (4) to prepare a corporate sponsorship plan;
- (5) to provide a variety of administrative support necessary to implement this initiative;
- (6) to provide an on-site liaison manager;
- (7) to prepare a 7-10 page press release report on the conduct of this initiative;
- (8) to implement corporate sponsorship plan, upon exercise of Government option.

C.4 BACKGROUND

Anti-drug media messages, including public service ads and network news coverage, have declined markedly since 1991. In the interim, media images and messages that normalize youth drug use have permeated the youth environment through television, film, music, the Internet, fashion, and humor, among others. Since children spend more time in front of the television by the time they leave high school than they have in the classroom, this exposure to pro-drug messages, along with the fact that many parents are not sending clear, consistent anti-drug messages to their children, is thought to contribute to the reduced sense of danger that today's youth associate with using drugs. The reduced sense of danger and greater tolerance for friends who use drugs also contributes to increased drug use by young people.

The Administration is pursuing a multi-pronged strategy to reduce

illegal drug use. These efforts include international source control, interdiction, domestic law enforcement, treatment, education, prevention and research. Administration drug prevention efforts include an array of home, school, workplace, and community-based programs. These include programs involving mentoring, parenting education, after school sports and activities, peer counseling, life and refusal skills, early intervention for young children, and several media-related initiatives directed at countering media images and messages that normalize drug use to youth. This paid media campaign will be one in a range of drug prevention efforts and must be well integrated into our total demand reduction program.

ONDCP's multi-media initiative will not only result in a very substantial increase in the level of accurate information about drug issues which reaches young people, but also a dramatic change in the nature of that information. A paid media campaign will also allow specific issues, audiences, and communities to be targeted with tailored messages and played in time periods when they will most likely be seen and heard. Further, the messages will be effective and powerful ones to counter the pro-drug images that permeate the environment of many youth. General target audiences are proposed to include youth aged 9-17, various ethnic and geographic and demographic youth cohorts, parents, and members of the community that can reinforce the goals of this initiative. However, the contractor will be expected to refine and recommend priorities for these audiences.

The goal is to complete the tasks in this statement of work concurrently by late fall 1997, issue an RFP in late fall or winter 1997, and have the first ads on the air by spring/early summer 1998.

C.5 TASK 1: ANALYSIS AND CONSULTATION

(a) Analysis - The contractor is required to analyze communication strategies associated with successful paid and public service advertising campaigns and other efforts involving public health issues and paid consumer advertising directed at youth audiences. The contractor will include a focus on campaigns that attempted to change attitudes and norms of behavior. In consultation with ONDCP, the contractor will identify and review successful, relevant campaigns, including: substance abuse prevention (particularly PDFA and efforts by other state and Federal agencies), use of designated drivers, encouraging the use of seat belts, increasing the immunization rates in the United States, detection and prevention of colon cancer, AIDS awareness, family planning, and other issues. Campaigns involving the marketing of products to children will also be reviewed, along with successful projects that have

generated changes in depictions in films and television. The vendor will also seek out and analyze other successful campaigns and strategies (including others identified by the contractor and not listed above) toward the goal of impacting youth and parental audiences, as well as specific minority, ethnic, gender, and geographic audiences. A key consideration is how well such strategies can be integrated into overall demand reduction efforts.

(b) Consultation - The contractor in coordination with ONDCP will identify and consult with national and local media executives, including the Partnership for a Drug-Free America and the AdCouncil, and experts in the following fields: social marketing, commercial advertising, communications research, substance abuse prevention, and substance abuse research and evaluation. The contractor will hold meetings with and may establish one or more working groups consisting of these executives, experts, and ONDCP staff to determine the most appropriate and effective strategies (for example: providing public health information; creating fear arousal, anger, or social disapproval; repetition of messages; creating awareness of media influences, etc.), techniques, and media, in addition to other non-advertising components necessary for motivating youth to reject illegal drugs. Consultation with these experts and/or working groups will also address issues of message and source credibility, as well as the best means for targeting distinct populations (e.g., urban-rural, Latino pre-teens, etc.). During this process, ONDCP may convene groups of educators, prevention professionals and other experts, to discuss the campaign generally; the contractor will be expected to attend. The contractor should also obtain the views of representatives of youth in the target age range and demographic cohorts, and may convene focus groups or use other techniques to assess the views, suggestions, and reactions of young people. The goal of the consultation activity is for the contractor to lead a process to develop the most promising comprehensive communications strategies that will be used to impact youth age 9-17 (or other suggested age range) and their parents (and other adults who influence children). The contractor will be expected to meet periodically with ONDCP to discuss findings and assess needs for further fact finding.

(c) Briefing and Report. The deliverable from this task will be a briefing and report provided to ONDCP that: (1) describes the criteria the contractor has used to analyze the campaigns; (2) describes how elements of each do or do not apply to the proposed youth anti-drug campaign, including articulating the underlying strategy or approaches used; (3) describes any special tactics, strategies or other conditions/components that apply to successful campaigns; and (4) makes recommendations appropriate

to the information gained from the analysis. This report, once approved by ONDCP, will be used in the succeeding Tasks for this project.

C.6 TASK 2: COMMUNICATIONS STRATEGY, MEDIA PLAN, CORPORATE SPONSORSHIP PLAN

(a) Communications Strategy - The contractor will use the experts and any work groups described in Task 1 to provide the ONDCP with recommendations for a broad, comprehensive, cost-effective media strategy, with appropriate sub-strategies, which links defined target groups and issues with effective message techniques, media of communication, and other components recommended for ONDCP's anti-drug initiative. The contractor will also recommend strategies that could extend and multiply the penetration of media campaign messages into the community using existing national or local organizations. The contractor will design the strategy toward an initiative of approximately \$150m. The contractor will conduct briefings as needed for ONDCP to discuss developments and progress in strategy formulation.

(I) If contractor recommends 'stand alone' non-advertising components of the strategy, these should be identified to ONDCP as they are developed, by the contractor's on-site liaison manager, and presented during the contractor's bi-weekly presentations. For example, ONDCP would consider an Internet component appropriate for immediate implementation.

(b) Media Plan - The contractor will provide ONDCP with a briefing and report of the prototype media plan that takes into consideration the recommended communications strategy including issues, ethnic/minority, gender, or other geographic or demographic concerns, and that outlines a variety of media options. The contractor will propose a media plan for a campaign strategy funded by approximately \$150m.

(C) Corporate Sponsorship Plan - Through a public relations sub-contract or otherwise, the contractor will develop a plan to recruit corporate, state and local-level co-sponsorship and participation in ONDCP's youth anti-drug use initiative. The purpose is to encourage corporations to partner with ONDCP in the purchase of time and space for joint ONDCP/corporation messages, or other in-kind contributions. The corporate sponsorship plan may also include initiatives arranged with educational, entertainment, sports, and other organizations. This plan will become the property of ONDCP, and may be used by ONDCP for whatever purposes ONDCP considers appropriate. Implementation of this plan will be based upon exercise of a Government option and negotiation of costs for such implementation, as described in

Task 8 below.

C.7 TASK 3: PUBLIC SERVICE ANNOUNCEMENT SOURCE ACCESS, REVIEW AND ANALYSIS, AND REPORT

(a) Public Service Announcement Source Access - In coordination with ONDCP, the contractor will be required to establish relationships with PDFA, the Ad Council, and other organizations as directed for the purpose of consultation and reviewing/analyzing their relevant strategies, research, operations, and views for possible incorporation into the ONDCP initiative, and to gain access to current public service advertisements for purposes of reviewing them and determining their availability for potential use in the ONDCP media campaign (both paid and public service components). The contractor will specifically solicit the above organizations to submit their stock of anti-drug or drug-related advertisements for review. The contractor will also address how ONDCP may gain assistance from these organizations for the creation of new advertisements, and other collaborative projects.

(b) Review and Analysis - After having established relationships with the appropriate parties, the contractor will evaluate the relevant advertisements and select a stock of general and targeted ads for the ONDCP campaign by: (a) reconvening any working groups established under Task 1 or establishing new ones for this process; and (b) viewing the available stock of public service announcements and assess the messages contained therein; and/or c) utilizing existing research, if any, on the effectiveness of these messages. The contractor will also assess whether the ads are consistent with the Communications Strategy described in Task 2.

(C) Report - The contractor will provide a written report identifying existing advertisements determined to be effective and consistent with the ONDCP Communications Strategy. The contractor is required to identify any gaps that exist in coverage for specific target audiences, including their demographic cohorts, and drug-related issues (e.g., rising marijuana use, drug depiction in the media). The report will also identify priority communications gaps and implementation priorities that are consistent with the communications strategy. The contractor may also include other observations or recommendations based upon their analysis.

C.8 TASK 4: FINALIZATION

The contractor will work with ONDCP to finalize the recommendation for the Communications Strategy and proposed Media Plan. This process will be an on-going activity, which will

occur contemporaneously with Task 3.

C.9 Task 5: IMPLEMENTATION PHASE REQUEST FOR PROPOSALS

The contractor will provide the capability, through subcontract or otherwise, to write the request for proposals (RFP) for the implementation of the campaign strategy and media plan. To the extent possible and appropriate, the government requires that the sub/contractor start the development of the RFP no later than 60 days after contract award; therefore, the sub/contractor must be able to demonstrate experience with both writing RFP's for the government and with the type of multi-media strategic communications planning that the current contract contemplates. The contractor must provide letters of commitment and firm resumes if proposing other than an in-house capability to fill this requirement.

The contractor will incorporate the Communications Strategy, Media Plan, and other necessary steps for the campaign into a comprehensive statement of work for inclusion in the Request for Proposals (RFP) for the ONDCP campaign. This will include suggested criteria for evaluating the proposals and areas to take into consideration for submissions in response to the RFP. The contractor ultimately selected for the RFP to manage the entire media campaign will use this communications strategy and media plan as a basis for planning the campaign and may make changes in consultation with ONDCP.

C.10 TASK 6: STAFF SUPPORT

6(a) Consulting Support. The contractor may provide consulting assistance to ONDCP not to exceed 350 hours. Activities will include help in screening of proposals responding to the final RFP, research, and other activities related to implementation of ONDCP's media initiative, not covered by activities in Tasks 1-5.

6(b) On-site management liaison. The contractor will provide a management liaison who will reside, predominantly, at ONDCP during the performance of this contract. The on-site management liaison will be responsible for keeping ONDCP informed on project status, will make presentations to the ONDCP Director and staff, and will coordinate with ONDCP staff to ensure that appropriate agency input is integrated into sub/contractor's concepts or projects. The management liaison must contribute to the accomplishment of tasks, beyond serving a liaison role. Offerors are required to describe how the management liaison will function at ONDCP in a full-time role; if an offeror does not believe this a full-time position can be supported, they should propose and explain an alternative presence.

C.11 TASK 7: ARTICLE/REPORT - After the Government has agreed to the form and content of all contractor deliverables, the contractor will provide a summary report, of between 7 and 10 pages in length, on the conduct of this initiative of a press-release quality for the Government's review and concurrence. The purpose of this report should serve to explain to the public, prevention community, private sector, etc., the basis and rationale for the approaches and strategies used to target various audiences and issues.

C.12 TASK 8: CORPORATE SPONSORSHIP PLAN IMPLEMENTATION - GOVERNMENT OPTION Once approved by ONDCP, the Government may negotiate and exercise the option for the sub/contractor to continue work, implement the plan, and retain the commitment of the co-sponsors. The final deliverable of this sub-task is a fully developed list of co-sponsors along with their specific commitments, at a dollar and programmatic level.

C.13 GOVERNMENT-FURNISHED MATERIALS

The Government will provide the following materials:

1. White House Office of National Drug Control Policy: Drug Policy Briefing (OPBRE, June 1997)
2. National Survey of American Attitudes on Substance Abuse II: Teens and Their Parents (CASA, Conducted by Luntz Research Companies, September 1996)
3. 1996 Partnership Attitude Tracking Study: Press Releases, Key Findings, Research Results, Children in Grades 4 through 6 Key Findings, Teens in Grades 7 through 12 Key Findings, Parents of Children under 19 Key Findings, Methodology (Partnership for A Drug-Free America, March 4, 1997).
4. The Case for An Historic Public-Private Partnership; PARTNERSHIP FOR OUR CHILDREN'S FUTURE, A National Anti-Drug Media Campaign to Reduce Drug Use Among America's Youth (ONDCP).
5. Keeping Youth Drug Free: A Guide for Parents, Grandparents, Elders, Mentors and other Caregivers: Reality Check (HHS/SAMSHA).
6. The National Drug Control Strategy, 1997(ONDCP).
7. Preliminary Estimates From the 1995 National Household Survey on Drug Abuse, Advance Report Number 18.
- 8a. Monitoring The future (Various Data on 8th, 10th & 12th

Officer, to correct the deficiencies at no additional cost to the Government. The Government shall have ten (10) working days to review subsequent submissions of the same deliverables.

The Contractor's schedule shall continue to apply for any remaining deliverables unless changed in writing by the Contracting Officer. Final acceptance of each deliverable by the COTR shall be made in writing only after each deliverable has been corrected and conforms to the requirements contained herein.

E.3 52.252-2 CLAUSES INCORPORATED BY REFERENCE (JUNE 1988)

This contract incorporates one or more clauses by reference, with the same force and effect as if they were given in full text. Upon request, the Contracting Officer will make their full text available.

I. FEDERAL ACQUISITION REGULATION (48 CFR CHAPTER 1) CLAUSES

52.246-4 INSPECTION OF SERVICES--FIXED PRICE (AUGUST 1996)

SECTION F: DELIVERIES OR PERFORMANCE

F.1 TERM OF CONTRACT

The term of this contract shall be from date of award through final acceptance of Tasks 1-8. It is anticipated that Task 5 will be completed by December 1, 1997. Task 6(a) services are expected to be completed within one year from the date of award of the contract, or upon depletion of the 350-hour ceiling, whichever is later. Task 6(b)'s on-site liaison manager is expected to arrive at ONDCP no later than 30 days after contract award. See also schedule of deliverables below.

Option to Renew. The Government reserves the right to renew this contract within the scope of the terms provided by Section C, Statement of Work, with two option years. Options will be negotiated by bilateral modification, with the Government giving the contractor 60 days advance notice of its intent to renew. See also Section M.9 Evaluation Exclusive of Options below.

F.2 SCHEDULE OF DELIVERABLES

The contractor is required to adhere to the following schedule for deliverables:

<u>Deliverable</u>	<u>Due Date</u>
Director's Meeting (the ONDCP Director will meet and greet the Contractor the day after contract award, or as otherwise	

scheduled)

Status Update Briefing	30 days after contract award
Submission of Draft Concept of Communications Strategy*	60 days after contract award
Submission of Corporate Sponsorship Implementation Plan	60 days after contract award
Final Deliverables -Communications Strategy -Media Plan -Implementation Phase Request for Proposal -see also Task 8	100 calendar days after contract award
Periodic Briefings	Periodic briefings to ONDCP Director and/or staff as often as bi-weekly. Contractor should anticipate that Director briefings may occur Saturday mornings.
Task 6(a) Consulting Support	As required for each work order.
Task 7 - Press Release Report	10 days after concurrence of Government on all deliverables
Task 8 - Corporate Sponsorship Implementation Report	100 days after contract award (Requires Government exercise of option and negotiation of task).

*ONDCP envisions the performance of the tasks as concurrent actions, accomplished by sub/contractor staff. Specifically, while the government reviews the draft communications strategy, the Government anticipates that this would be logical point when the contractor can begin to commence work on the media planning task and the creation of the RFP, as the Government believes work can begin on these items while the Government conducts its reviews. Similarly, the Government believes that the sub/contractor can begin work on the Corporate Sponsorship Plan as early as upon contract award, and no later than 30 days after contract award. Delivery of the report required under Task 3 depends on how the Offeror plans on its concurrent performance.

F.3 F.O.B. DESTINATION

All products delivered under this contract shall be delivered, all charges paid to the following address:

Executive Office of the President
Office of National Drug Control Policy
Office of Demand Reduction
750 17th Street, NW
Washington, DC 20503

F.4 REPORTING REQUIREMENTS

This contract is for consulting services. Any report containing recommendations to the government under its terms must have a cover sheet containing, at a minimum, the following information:

- o The name and address of the contractor
- o Contract number
- o The title of the deliverable, and whether the delivered item is a partial or total satisfaction of the requirement.
- o The name, office identification, and location of the sponsoring organization within the government.

F.5 52.252-2 CLAUSES INCORPORATED BY REFERENCE (JUNE 1988)

This contract incorporates one or more clauses by reference, with the same force and effect as if they were given in full text. Upon request, the Contracting Officer will make their full text available.

52.242-15 STOP WORK ORDER (AUGUST 1989)

SECTION G: CONTRACT ADMINISTRATION DATA

G.1. AUTHORITIES OF GOVERNMENT PERSONNEL

Notwithstanding the contractor's responsibility for total management during the performance of this contract, the administration of the contract will require maximum coordination between the government and the contractor. The following individuals will be the Government's point of contact during the performance of the contract:

G.1.1 Contracting Officer

All contract administration will be handled by the Contracting

Graders, (HHS/University of Michigan).

- 8b. Monitoring The Future (Various Press Releases)
(HHS/University of Michigan).
- 9. Drug Use Among Racial/Ethnic Minorities.
- 10. Epidemiologic Trends In Drug Abuse.
- 11. Draft Campaign Strategy/Media Plan, Partnership for a Drug-Free America.

SECTION D: PACKAGING AND MARKING

D.1 PACKAGING

Preservation, packaging and packing for shipment or mailing of all work delivered hereunder shall be in accordance with good commercial practice and adequate to insure acceptance by common carrier and safe transportation.

SECTION E: INSPECTION AND ACCEPTANCE

E.1 INSPECTION AND ACCEPTANCE

Inspection and acceptance of services/supplies rendered under any resultant contract shall be made by the Contracting Officer's Technical Representative (COTR). The COTR will be designated in writing at the time of contract award.

E.2 ACCEPTANCE OF DELIVERABLES

This contract will require the contractor to conduct formal presentations at ONDCP to explain the findings and recommendations presented in each report deliverable. In attendance at the formal presentation will be the COTR, and other ONDCP officials. The contractor will provide other briefings on the progress of the project on a periodic basis, as often as bi-weekly.

The Government will have ten (10) working days to complete review of the deliverables. The review period will be initiated by the contractor's submission of materials for review or formal presentation.

The Government shall have the right to reject a deliverable or require correction of any deficiencies found in the deliverable. In the event of rejection of any deliverables, the Contractor shall be notified in writing and shall have ten (10) working days, or other time frame as agreed to by the Contracting

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3

Divider Title: _____

Porter Novelli: Contractor Profile

Porter Novelli is a strategic communications planning firm with a diverse base of expertise that allows us to offer our clients a broad and seasoned perspective. For two and a half decades, Porter Novelli (PN) has provided strategic communications planning for a variety of organizations spanning the spectrum of corporations, nonprofit associations, business and consumer coalitions, professional societies, citizens' groups and the Federal Government.

Our staff professionals come from a wide range of backgrounds including strategic planning roles in corporations and associations, advertising, management consulting, media, market research, journalism, academia and public affairs. Our Washington office includes senior staff members who bring to bear years of legislative, marketing, advertising, public affairs and issues management experience.

PN's strategic work is characterized by being innovative, inventive and chance taking. Our recommendations and plans stress scientific measurement and a results-oriented approach. At the same time, all communication components we design—verbal and printed—aim to *creatively speak* to the right audience while allowing flexibility for changing situations and circumstances. The heritage of PN is rooted in the marketing discipline. We have a solid track record of using research to plan, develop, implement and evaluate strategic communications programs, and rely heavily on the proven and time-honored processes of market research. Consequently, we start with analysis of existing research and a thorough review of information. We then challenge clients to look carefully at the relevant audiences, and help them analyze risk/benefit comparisons prior to carrying out any potential communication messages or action. At the same time, we continually strive to introduce innovations in research and strategic planning methods that respond to the unique needs and objectives of our clients, and the changing trends in the communications environment.

We have broad experience in strategically extending our clients' messages through partnerships with key national and grassroots organizations and opinion leaders, whose support propels our audiences to action. PN staff members have strong ties with key individuals in Federal, state and municipal governments and in concert with our network of offices across the country. We have also worked with consumer advocacy groups, civic organizations, professional associations, state and local legislatures to strategically "multiply" campaign messages through a variety of communication channels.

In addition, we provide issues management and crisis communications counsel to corporations, industry groups, associations and non-profit organizations. Our experience shows that solid communication during a crisis plays a major role in defining the image of an organization for years to come. We also counsel clients on investor relations matters in the United States and throughout the world, preparing strategic recommendations for managing shareholder communication programs related to labor disputes, mergers, acquisitions, takeover attempts and leveraged buy-outs.

Some of the clients for whom we have provided strategic counsel include: Procter & Gamble, Amtrak, Mobil, Marriott, American Association of Retired Persons, Japan Automobile Manufacturers Association, National Cancer Institute, National Institute of Mental Health, Insurance Association of America, American Medical Peer Review Association, Centers for Disease Control and Prevention, the Steel Alliance among many others.

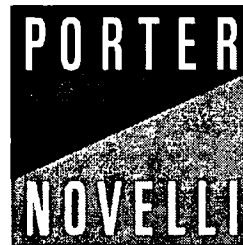
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4

Divider Title: _____



We Change Minds

Team Introductions

- **Ed Maibach, SVP, Porter Novelli**
- **Susan Maguire, VP, Porter Novelli**
- **Lori Ross, SVP, Porter Novelli**
- **Rob Gould, EVP, Porter Novelli**
- **Tom Kaupas, AS, Porter Novelli**
- **Charyn Sutton, President, ONYX Group**
- **Bob Hanley, Partner, Creative Media**

Government agencies we have worked with include:

◆ National Institutes of Health:

- National Heart, Lung and Blood Institute**
- National Cancer Institute**
- National Institute of Mental Health**

◆ US Department of Agriculture

◆ Centers for Disease Control & Prevention

◆ US Agency for International Development Center for Substance Abuse Prevention

Nonprofits, foundations & associations we have worked with:

- ◆ **American Diabetes Association**
- ◆ **American Heart Association**
- ◆ **American Dietetics Association**
- ◆ **Robert Wood Johnson Foundation**
- ◆ **Kaiser Family Foundation**
- ◆ **Council on Foundations**
- ◆ **American College of Gastroenterology**
- ◆ **American Psychological Association**



McDonald's

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Kellogg's®

PCN

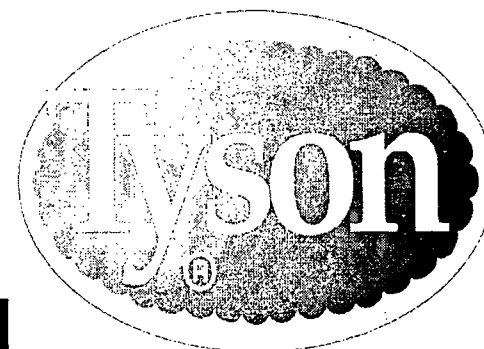
CompuServe

Johnson & Johnson

Polaroid

SB

SmithKline Beecham



 **Sprint**®

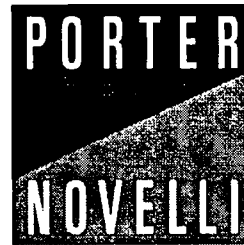

iomega™

NISSAN

Procter & Gamble

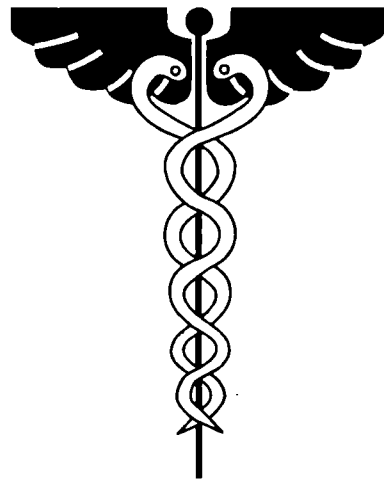


**HEWLETT
PACKARD**



The Innovator in Social Marketing for 25 Years

High Blood Pressure Education Program



1972

1997

***Outcome: Stroke
mortality down 60%***

National Cholesterol Education Program



1985

1997

***Average cholesterol level
down from 213 to 205***

USDA Food Guide Pyramid



***Recognized and understood by
most American adults***

5 A Day for Better Health



***Consumption up
from 3.9 to 4.4 servings/day***

Marketing is:

**“...a framework for achieving
organizational objectives by meeting end
user wants and needs.”**

- Bill Novelli, Director, Center for Tobacco-Free Kids

Social marketing is:

**The application of marketing principles,
the marketing process and marketing
tools to further a socially-accepted goal.**

The emphasis of social marketing is on:

- **motivating and enabling behavior change**
- **fashioning “offers” with perceived benefits that clearly outweigh the costs**
- **building successful alliances**
- **changing the social context of the behavior**
- **cultivating long-term successes**

Social marketing...

- focuses more on the audience than on sponsoring organizations, experts, intermediary groups, or the media
- is systematic (based in audience research)
- is informed by behavior change theory
- has the objective of achieving *measurable* improvement in the social condition

ONDCP's demand reduction goal:

- **“to educate and enable America's youth to reject illegal drugs as well as alcohol and tobacco”**

The challenges to ONDCP's demand reduction objectives:

- **prevalence and ease of access to drugs**
- **positive media depictions**
- **peer pressure**
- **parental silence**
- **boredom, rebellion, sensation seeking**
- **pleasures associated with drug use**

Objectives of ONDCP's current RFP:

- **to develop a communication strategy
capable of:**

- informing the development of a highly effective anti-drug integrated communication campaign targeting youth and youth-influential adults;
- convincing diverse stakeholders of the merits of the proposed strategy (and process by which it was created).

The challenges to meeting ONDCP's objectives:

- **myriad and diverse stakeholder groups**
- **vast amounts of potentially relevant information must be considered**
- **the dearth of proven approaches to:**
 - anti-drug communication
 - managing corporate sponsorships
 - appropriately leveraging the paid placements
- **100 (yes, one hundred) days**

Assumptions underlying our approach:

- **the ideal planning process involves the following steps, in sequence:**
 - **situation analysis**
 - **audience analysis**
 - **communication strategy development**
 - **message development**
 - **message pre-testing**
 - **(campaign implementation)**
 - **(tracking and revision to strategy/messages)**

Assumptions: continued

- **audience-driven approaches are safest, but too slow for the current time frame**
- **an expert-driven approach can be mounted rapidly and can generate innovative solutions to tough problems**
- **expert consultants must be carefully selected and aggressively managed**
- **however, structured audience feedback is still absolutely necessary**

Our Approach

Task 1a: Analysis

- Objective:

- to identify key audiences and strategic considerations through analysis of previous public health and consumer campaigns

- Our approach to information acquisition:

- citations from our expert panel members
- literature reviews and reviews in process
- database searching and list serve inquiries

Analysis

- All sources of information identified will be coded for:
 - internal and external validity
 - strategic information (e.g., key antecedents)
- Analysis will be systematic, rigorous, and action-oriented
- Key personnel:
 - Ed Maibach
 - Dr. Purnima Chawla

Task 1b: Consultation

- Objective:
 - to solicit strategic input from appropriate experts and members of the target audience
- Our approach includes:
 - two expert panels
 - stakeholder relations
 - focus group research with youth audiences

Campaign Design Expert Panel

- Function:

- work with PN and ONDCP to identify, analyze & evaluate anti-drug communication approaches, audiences, existing PSAs, gaps and needs

- Format:

- experts on the full range of relevant issues have committed 7 to 10 days of work, including two meetings in DC

Campaign Design Expert Panel

- Panel members include:

- Prof. Gil Botvin, Columbia Medical School
- Prof. Bob Hornik, Annenberg School at Penn
- Prof. Phil Palmgreen, Univ. of Kentucky
- Prof. Lloyd Johnston, Univ. of Michigan
- Prof. Jim McNeal, Texas A&M
- Dr. Bill DeJong, Harvard University
- Kenetta Bailey, Pepsico
- Dr. Manuel Gallardo, STRA Inc.
- Rick Delano, youth marketing consultant

Campaign Design Expert Panel

- With analysis results in hand, first meeting will focus on:
 - identifying appropriate audience segments
 - developing initial audience profiles
 - proposing tentative communication strategies, by audience segment
- With focus group results in hand, second meeting will focus on:
 - refining audience segment definitions, audience profiles, and proposed communication strategies
 - identifying on-strategy PSAs from existing stock

Non-Advertising Integrated Communication Plan

- Objective:

- to leverage the effectiveness of the communication strategy through non-advertising communication opportunities

- Primary input:

- communication strategy statement

Non-Advertising Integrated Communication Plan

- Plan will include:
 - media outreach opportunities
 - new media (e.g., the Web)
 - skills building videos & presentations
 - celebrity involvement
 - alliances

Non-Advertising Integrated Communication Plan

- Key personnel:

- Susan Maguire
- Jim Healy
- Lori Ross
- Rob Gould
- Ed Maibach

Task 2b. Media Plan

The media planning process for such a large undertaking is extremely complex:

- The vehicles at our disposal are many, with each providing only part of the audience we seek
- There are 6 television networks
- There are 50 or more cable networks
- 200 television markets with 4-5 stations per market
- 6,000 Radio stations
- Hundreds of publications

Media Plan

The Media Plan is the “Blueprint” for the communications part of the advertising program:

- It creates the links between the advertising messages and the desired target audience
- It provides the structure to accomplish the objectives set forth by ONDCP
- It serves as the framework from which the actual media execution flows

Media Plan

The Planning Process:

- **A formal planning schedule will be followed**
- **Media objectives developed with PN and ONDCP:**
 - Target Audience Definition
 - Geographic Balance
 - Timing / Seasonality
 - Communication Goals
 - Budgets

Media Plan

Media Strategy

- A media strategy is developed that flows directly from the media objectives
- A matrix of media options are woven together to create the “plan” that delivers the objectives most efficiently and effectively

Media Planning Considerations

Media Mix

- Television, radio, print, outdoor, online

National vs. Local

- How much national (network) versus local emphasis in major markets or regions of the country

Target Differentiation

- Youth ages 9-17
- Parent, Teachers, Others
- African-American, Hispanic

Media Plan Development

The media plan will incorporate a multimedia approach that requires a multidimensional capability in terms of resources.

The plan will require:

- Access to all consumer research
- Accurate planning costs for all media
- Expertise in all media options under consideration
- Senior strategic thinking
- Strong management team

Media Plan Development

- Key personnel:

- Robert Hanley (Creative Media)
- Michael Marks (Creative Media)
- Ed Maibach

Task 2c:

Corporate Sponsorship and Media Match Plan

- Objectives -- determine how best to:
 - direct, manage & leverage corporations that have already volunteered
 - attract additional corporate sponsors
 - leverage the paid media buy into significant PSA placements (and avoid undercutting other PSA issues)

Corporate Sponsorship and Media Match Plan

- Approach:

- Create an expert panel composed of leaders in:

- sponsorship
 - entertainment
 - media
 - corporate America

- Develop a coordinated plan that:

- offers corporations exciting sponsorship opportunities
 - attracts influential entertainment industry partners
 - responds to concerns about eclipsing other issues

Task 3a: PSA Source Access

- Objectives:

- collect existing PSAs for potential ONDCP use
- collect information on extant audience research
- determine potential for further assistance

- Our approach:

- immediate outreach to organizations with PSAs
- persuasive and persistent communication through letter, phone and fax

Task 3b: PSA Review & Analysis

- Objective:

- iterative review process to identify on-strategy PSAs

- Our approach:

- initial ratings recorded in Excel database
- use target audience strategies (from Campaign Design Expert Panel) for 2nd rating/selection
- selected PSAs rated by focus groups
- final rating by Campaign Design Expert Panel

Task 3

● Key Personnel:

- Dr. Purnima Chawla
- Ed Maibach

Task 4: Finalization

- Ongoing process of interaction between PN team and ONDCP beginning week 8 of the contract
- Designed to ensure completion of all final products by day 100
- Key staff:
 - Susan Maguire
 - Ed Maibach

Task 5: Develop the Request for Proposal

- Objectives:

- convey the history of process
- present communications strategy statement and media plan, statement of work, tasks and timeline
- develop evaluation criteria relevant to the ONDCP campaign

Request for Proposal

- Our approach:

- PN writing team clarifies task requirements and timeline
- two rounds of writing and revising
- submitted to ONDCP for review
- additional revising and final proofreading performed by PN
- RFP submitted to ONDCP in final form

Request for Proposal

- Key Personnel:

- Lorraine Marchand
- E. Arbell Thompson (ESI International)
- Ed Maibach
- Susan Maguire

Task 6a: Consulting Support

- Objective:

- to provide ONDCP with assistance as needed

- Our approach:

- key project staff will make themselves fully available on an as-needed basis for the duration of the contract

Task 6b: On-Site Liaison

- Objective:

- to ensure seamless functioning between the PN team and ONDCP

- Our approach:

- Susan Maguire is a senior PN manager with extensive experience in all aspects of health communication planning
- Ms. Maguire will also manage major components of the project from ONDCP