08/2026

CIRM Communications & Outreach Strategy

Team mission: To raise awareness of and support for CIRM programs and accomplishments

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Executive summary

The California Institute for Regenerative Medicine (CIRM) exists because of the people of California and is funded by California taxpayers. However, few people in the state seem to know CIRM by name, nor do they know what CIRM has accomplished in the state.

This communication strategy is designed to help ensure that the people who created and fund CIRM are informed about the tangible outcomes of their investment with the goal of increasing support across key audiences. This includes scientific advancements achieved and real-world benefits delivered to Californians, including workforce training opportunities, access to clinical trials, and the potential to benefit from future therapies.

This strategy proposes goals focused on four core audiences: California public, patients, scientists, and lawmakers. These goals and associated KPIs are what we measure monthly and yearly to track progress. The strategy for achieving those goals has four pillars: Create the story; Tell the story; Deliver the story; Measure the impact. Each of those pillars includes Objectives and Key Results that guide the team each year, along with specific tactics.

For the purposes of this strategy, we break awareness goals down by audiences:

- Public: knows CIRM is a taxpayer-funded California agency advancing regenerative medicine
- Patients: know California funds research and clinical trials that may be relevant to them
- Lawmakers: understands CIRM’s district-level, economic, and health impacts, as well as the state-wide economic value of CIRM's awards
- Scientists/industry: understands CIRM funding opportunities, priorities, and value

Purpose

Awareness of and support for CIRM among our core audiences is essential to CIRM’s ability to accelerate science and deliver treatments. Communications activities help CIRM achieve its mission by ensuring that the people who fund, benefit from, regulate, partner with, and advocate for CIRM understand the value of its programs and accomplishments.

For the California public, clear and emotionally resonant storytelling builds understanding of CIRM’s taxpayer-funded mission, its benefits to California, and the health, economic, and education outcomes made possible by public investment. Public

awareness and trust are necessary for continued support of CIRM's work and to ensure CIRM's legacy.

For patients and patient advocates, communications connect communities to information about CIRM-funded research, clinical trials, and patient-centered programs. Informed patient advocates can participate in clinical trials, share accurate information with their communities, and serve as trusted ambassadors for CIRM.

For lawmakers, communications provide clear, district-relevant information about CIRM's health, economic, workforce, and scientific impact. This helps lawmakers understand CIRM's value and support policies that enable CIRM and its awardees to succeed.

For scientists and industry, communications clarify CIRM's funding opportunities, priorities, application processes, and strategic value. This helps attract aligned applications, supports awardee success, and equips scientists to speak credibly about CIRM's impact.

In this way, communications activities bolster CIRM's mission; they create the awareness, trust, engagement, and advocacy needed for CIRM to fund strong science, support clinical progress, and deliver benefits to Californians.

Framework

The CIRM Communications strategy is audience-centric, and reflects a Think, Feel, Do approach. We define four audiences—California public, Patients, Lawmakers, Scientists—and map what actions we want our audience to take based on our communications. From that, we look at what the audiences would need to think and feel in order to invoke that action. Storytelling strategies will focus on messaging intended to motivate these core audiences.

Although the four audiences are positioned equally in the figure below, Patients, Lawmakers, and Scientists all serve to drive the California public action. A key action that we want these audiences to take is to serve as ambassadors for CIRM to the California public, whether that is through formalized speaking engagements or in conversations with family, colleagues, or constituents.

	CA public	Patients/ Advocates	Lawmakers	Scientists/ Industry
Do	Support science funding	Participate in clinical trials, Advocate for	Support CIRM policies,	Apply for funding,

		CIRM, Support science funding	Advocate for CIRM	Advocate for CIRM
Feel	Proud of CA, Hopeful, Excited, Trusting	Supported, Trusting, Hopeful, Excited, Proud of CA	Proud of supporting CIRM, Confident in CIRM's programs, Confident in CIRM's value to the state	Confident in CIRM programs, Proud of CA, Supported by CIRM
Think	People are benefitting from CIRM programs; Funding medical research is valuable; CIRM has had a beneficial economic impact in the state; CIRM cares	People are benefitting from CIRM programs; CIRM cares about their disease area; CIRM has programs to help them and their loved ones; Funding medical research is valuable	CIRM benefits people in their district with training, clinical trials, and jobs; CIRM has a positive economic impact in the state	CIRM funding is moving regenerative medicine forward in CA; Patients in CA benefit from CIRM; CIRM offers tools and resources that advance research; CIRM is a good investment by CA

The core audiences are broad but can be broken down as follows, with greater message specificity coming from planned focus groups. The following chart shows specific, measurable actions for each audience.

Audience	**Stories/Content**	**Best channels**	**Actions***
Public			
English speaking/urban	Cures in progress, patients who benefit, economic and employment impact	Instagram, website stories, earned media, outreach events, webinars	Share content, subscribe and read newsletter, attend webinars
*Rural/multicultural***	Cures in progress for diseases that impact their community, patients like them or from their community,	Outreach events, local media, advocates from their community,	Share knowledge with their community, subscribe and read newsletter

	students trained from their community, trial access for their community, economic opportunity	culturally appropriate print materials	
Patient advocates	Progress in their disease area, patient stories in their disease area, funding opportunities relevant to their disease area, clinical trial access for their disease area	In person events, personal emails to advocates or advocacy groups to share content, CIRM content in advocacy communications, Facebook, webinars, clinical trials webpage	Share information about CIRM with their advocacy community, speak at CIRM events, direct others to information about CIRM clinical trials
Lawmakers			
California	Funding to their districts, people from their districts who have benefited (patients, students)	In person, 1 page leave behind, quarterly mailings with district impact	Share information about CIRM with other lawmakers, mention CIRM in speeches or other communications
National	Economic outcomes of investing in science, disease-specific funding, patient outcomes	In person, 1 page leave behinds	Share information about CIRM with other lawmakers
Scientists			
California	Funding information on website, funding webinars, presentations	Email list, roadshow events and conferences, LinkedIn	Apply for funding, follow CIRM regulations, share content with the scientist community
National/international	Funding programs,	Conferences, LinkedIn	Request speakers from CIRM, request meetings

			with CIRM leadership

*These actions exclude visiting the website, although that is a likely outcome. With web traffic harder to track, and fewer people clicking through on search, this action is a less reliable an indicator than it once was.

** This audience will become more segmented with specific channels and stories for each according planned focus groups.

Strategic goals and success metrics

We define four goals aligned with the core audiences, each with measurable key performance indicators (KPIs) to track success.

Goal 1: Increase support for CIRM among the CA public

An informed public supports research funding and values CIRM as a benefit to California

KPIs

- Metric 1: YoY increase in statewide name recognition of CIRM and favorable sentiment toward CIRM's value to California in statewide focus groups or surveys
- Metric 2: Percent of webinar or outreach participants who take a post-event survey and have a favorable view about CIRM's value to California through research, clinical trials, workforce training, or economic impact.
- Metric 3: Percent event attendees who take a short survey and agree CIRM provides value to California through research, clinical trials, workforce training, or economic impact.

The metrics above measure actual recognition and positive sentiment toward CIRM, but are expensive or periodic. For regular checkpoints the team will also look at more indirect measures:

- Indirect Metric 1: Overall engagement (likes, shares, comments) on CIRM social media platforms (Instagram, Facebook, X, Bluesky, YouTube)
- Indirect Metric 2: Number of unique views of CIRM stories (currently the blog)
- Indirect Metric 3: Number of newsletter sign-ups and % open rates on average
- Indirect Metric 4: Webinar attendance and newsletter sign-ups post-webinar
- Indirect Metric 5: Earned media in priority markets

Current state

CIRM does not have widespread name recognition in the state and has a relatively small social media following. However, sentiment is overall positive on social channels and in person events. CIRM also has a strong pool of patient advocates and students who can bring our story to life if properly leveraged.

In the past year, CIRM has developed a strong public narrative and messaging that now underlies all external communications. In addition, the team has added members with strong storytelling and web strategy experience including outreach contractors who can reach audiences in parts of the state that have had a limited CIRM presence. CIRM's first FDA approval also adds a success to the core narrative that had previously been lacking.

Challenges

Gaining recognition will be challenging in a time when people's attention is divided among many high priority issues nationally and globally, in particular elections in November. In addition, CIRM is currently operating in an environment where there is public distrust of higher education and of science. Overcoming that distrust will require attention to transparency on the website regarding CIRM awards processes and outcomes, as well as plain language explainers about the science CIRM funds, FAQs, and other materials in print, incorporated into CIRM storytelling, and on the website.

CIRM is still implementing the new public narrative across the website and print materials. Without that, CIRM isn't able to tell a consistent story about the organization. This kind of consistency is critical for building trust. CIRM is also working towards having a pool of students, patient advocates, awardees and others who can tell the story to audiences CIRM does not reach directly.

The current social media environment favors video. The team has some video expertise but has not yet made effective use of that skillset to expand video use on social channels. Given team capacity and competing priorities, in addition to dominance of short-form video on social media, the team will focus on short videos and excerpts from existing video rather than long-form produced videos.

Goal 2: Increase support for CIRM among lawmakers

Knowledgeable lawmakers serve as advocates for CIRM and support the agency's mission, vision, and policy priorities

KPIs

- Metric 1: Number of times lawmakers share accurate CIRM messaging on social media posts intended for constituents

- Metric 2: Number of lawmaker offices requesting follow-up after receiving district materials
- Metric 3: Number of lawmakers participating in CIRM briefings, site visits, events, or public acknowledgments

Current state

CIRM has made inroads in the past year on gaining name recognition among lawmakers in CA and federally. The office of the Vice-Chair has increased outreach to individual lawmakers and plans to extend that work. In addition, the Communications team has begun working more closely with the Board Governance team to ensure communication outputs reach relevant lawmakers. This includes developing leave behinds focused on disease topics of interest to lawmakers and periodic mailings listing CIRM impacts in legislative districts (students supported, awards, etc.).

Challenges

Whether or not the Communications team can meet this objective depends on work by the office of the Vice-Chair and Board Governance team. If those teams de-prioritize this work due to other competing priorities the Communications team will need to delay or reduce focus on this objective.

An additional challenge for this year is distraction from the upcoming election as well as a ballot measure focused on immunology.

Goal 3: Position CIRM as a leader in scientific funding

Scientists and industry members who see CIRM as a leader and as an example for other funding agencies will be more likely to partner with CIRM and advocate for CIRM

KPIs

- Metric 1: YoY increase in requests for meetings with CIRM, conference speakers, or other engagement
- Metric 2: YoY increase in successful navigation to priority funding, application, and program information pages after website updates
- Metric 3: Number of awardees willing to speak publicly on CIRM's behalf (webinars, CIRM events)

In addition, we will look at:

- Indirect Metric 1: Engagement & mentions on LinkedIn

Current state

CIRM is mostly well regarded amongst scientists and industry members in California. However, CIRM has not always communicated clearly and consistently with this

audience about priorities and funding strategies. That confusion could reduce support for the organization. In addition, some conversations with scientists and industry members suggest that they don't understand CIRM's strategic priorities, nor do they know enough about CIRM's impact in the state to serve as effective advocates for the organization.

In the past year the Communications team has hired a team member whose focus is on better communicating CIRM's programs and priorities to this audience. That team member has already clarified some internal processes that had been a point of confusion for this audience and is updating CIRM's web presence for this audience.

We do have a few California scientists who are vocal supporters of CIRM. Leveraging those voices could help amplify awareness of CIRM's impact among their peers.

Challenges

The Communications team can drive some activities to reach this group more effectively, but that work will rely on collaboration from other teams within CIRM, which also have limited bandwidth. Strategies for better reaching these audiences will need to take into account time constraints both within CIRM, and for the scientists and industry members we are hoping to reach. In addition, scientists who do not receive CIRM funding, or who work in fields outside of CIRM's priorities, will continue to be critical of CIRM for their lack of funding.

Goal 4: Increase awareness of CIRM programs that benefit patient advocates

Patients and patient advocates who know about and support CIRM's funded research and programs that could benefit them or their families will be more likely to access clinical trials and advocate for CIRM

KPIs

- Metric 1: # visits to the clinical trial dashboard page from an outreach event referral source
- Metric 2: # advocacy groups requesting CIRM presence at events or patient-focused activities
- Metric 3: # of patient advocates speaking publicly on behalf of CIRM
- Metric 4: Percent who agree CIRM provides value in California or is improving their disease area in outreach event surveys

In addition, we will look at:

- Indirect Metric 1: State-wide distribution of attended outreach events

- Indirect Metric 2: Newsletter sign-ups at events

Current state

CIRM has an outreach program that actively engages with patients and patient advocates through public events and speaking opportunities. CIRM also has pool of very dedicated patient advocate supporters who speak on behalf of CIRM at events and in their communities. With additional outreach contractors CIRM will be able to engage with more patient advocate communities in parts of the state where we haven't had much presence previously.

CIRM has a strong pipeline of stories about patients and patient advocates, which help tell the story of how CIRM is helping people in the state.

Challenges

CIRM has only one approved therapy on the market, and it is in a disease that is not top of mind for most patient advocates. In addition, CIRM has few clinical trials in some disease areas where we would like to gain support.

Strategy & OKRs

The Communications team has a four-part strategy for achieving the goals outlined above, with specific Objectives and Key Results associated with each portion of the strategy. These Objectives and Key Results, with associated tactics, define what the team will do this year in order to achieve the team's goals. (See **Appendix B for team member OKRs and Appendix C** for a RACI chart of roles.)

OKR structure

O1: Objectives define WHAT the team hopes to achieve

KR1: Key Results for each objective define a measurable outcome the team wants to see in order to achieve the objective

Each team-level KR cascades first to Amy as Senior Director of Communications. Amy's KRs then cascade to Scott, Aditi, Carly, and Emily depending on the workstream. Scott's KRs cascade to Christina for digital engagement, newsletters, video, and metrics, and to Emily for newsroom/content organization work. Emily also supports Amy directly on narrative, print, legislative, and website-related deliverables. The cascading structure is shown with each team level OKRs

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Team members

CIRM staff

The team consists of six CIRM employees supported by vendors.
CIRM employees:

- Amy Adams, Senior Director of Communications
- Scott Hadly, Director of Content Strategy (Defines content strategy for all digital channels, writes and/or edits stories, aligns strategy with blog and social media metrics, maintains images and permissions)
- Christina Smith, Digital Engagement Specialist (Maintains all digital channels including social media, newsletters, video)
- Carly Chillmon, Operations Communications Specialist (Provides transparent communication about CIRM funding priorities and operations on website and other platforms)
- Aditi Desai, Community Outreach Manager (Oversees public outreach activities including the work of outreach contractors)
- Emily Moskal, Communications Associate (supports with writing for the blog and social media, manages projects)

Vendors

- Holly MacCormick, 15 hr/wk contract writer (blogs, editing)
- Valvespring, creative services (annual report, messaging, core narrative, brand materials)
- Dowitcher, website maintenance and updates (security, accessibility, functionality, edits)
- Fors Marsh, PR agency (media pitching, media training, media inquiries)
- Focus group vendor, conducts state-wide focus groups (state-wide sentiment analysis)
- Outreach Contractors, 30-40 hr/month contracted for outreach (events, presentations, patient advocate connection)

Note that the strategy calls out the need for video. Because the team does not have dedicated video support, video storytelling will prioritize low-lift social video, repurposed event clips, simple interview snippets, animated graphics, and vendor-supported priority pieces.

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Pillar 1: Create the CIRM Story

Define a unified, emotionally resonant narrative that reflects CIRM's mission, values, and impact

2026 Update: In the past year CIRM defined a compelling narrative aligned with key messages and began using that narrative in public presentations. The core narrative encapsulates patient stories, and messages of access, economic and employment benefits to the state, and California's leadership position in the field of regenerative medicine. That narrative can be tailored to each audience as needed.

A major focus of the year ahead will be updating that narrative to incorporate messaging relevant to audiences throughout California, as learned from state-wide surveys and focus groups, and updating the Communications Toolkit to be relevant for these audiences and helpful to CIRM advocates.

26/27 Pillar 1 Objectives & Key Results

O1: Team Objective: Revise the core narrative with audience-specific messaging

- **KR1:** Identify messages for 4 regions of California and update CIRM core messaging by Q3 (Pillar 1 O1 KR1 → Amy O1 KR1 / Amy O1 KR2 → Emily O1 KR3 support)
- **KR2:** Communicate CIRM's value in an audience-appropriate manner in 4 subregions of California through appropriate print and presentation materials by Q4 (Pillar 1 O1 KR2 → Amy O1 KR3 → Emily O1 KR2)

O2: Team Objective: Create materials for communicating CIRM's value in the state

- **KR1:** Develop core narrative brochure and annual report by Q2 for use at outreach events, lawmaker meetings, and public presentations (Pillar 1 O2 KR1 → Amy O2 KR1 → Scott O1 KR1 / Scott O1 KR2 → Emily O1 KR1)
- **KR2:** By Q3, develop and implement a workflow for producing regionally appropriate lawmaker leave-behinds that incorporate CIRM's core narrative, disease-area relevance, district-level impact, and current proof points (Pillar 1 O2 KR3 → Amy O2 KR2 → Emily O1 KR4)

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Pillar 2: Tell the CIRM Story

All of CIRMs public facing materials reflect the core narrative

2026 Update: In the past year CIRM has significantly increased the pipeline of stories with a strong, compelling narrative and seen an increase in readership of those stories. Next year will focus on expanding that storytelling, increasing readership, and ensuring stories are reaching appropriate audiences through relevant channels.

26/27 Pillar 2 Objectives & Key Results

O1: Team Objective: Develop content strategy and expand access to accurate, engaging information across all channels

- **KR1:** Content strategy defining audiences, channels, cadence, formats, and message-alignment standards completed by Q2 leading to 25% increase in story readership and digital engagement (likes, shares, comments) by Q4 (Pillar 2 O1 KR1 → Amy O3 KR1 → Scott O2 KR1 / Scott O2 KR2 → Christina O1 KR1 support)
- **KR2:** 25% of web visits of more than one page end at a designated user journey page by Q3 (Pillar 2 O1 KR2 → Amy O3 KR4 → Carly O1; Emily O2 KR2)
- **KR3:** Website conveys CIRM's core messages by incorporating the revised core narrative in home page and 4+ landing pages by Q3 (Pillar 2 O1 KR3 → Amy O1 KR4 → Emily O2 KR1)
- **KR4:** CIRM awardees assist with promoting CIRM through 75%+ of relevant awardee communications mentioning CIRM funding by Q4 (Pillar 2 O1 KR4 → Amy O3 KR4 → Carly O2; Emily O2 KR3 support)
- **KR5:** By Q3, awardees understand CIRM's value proposition and operations through updated awardee-facing materials on the CIRM website (Pillar 2 O1 KR5 → Amy O3 KR3 → Carly O1 KR1 / Carly O1 KR2 / Carly O1 KR3)

Strategy 3: Deliver the CIRM Story

Ensure emotionally resonant stories reach target audiences

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2026 Update: Last year the team developed and rolled out a toolkit to enable others to tell CIRM's story. That toolkit includes several audience-specific decks, messaging, proof points, FAQs, and elevator pitches, and we trained CIRM staff on using these materials. We will expand on those efforts and initiate work to focus storytelling channels and incorporate findings from focus groups to be carried out this year. This strategy relies on CIRM employees, board members, outreach contractors, patient advocates, lawmakers, scientists and others to expand name recognition of CIRM as well as awareness of CIRM's impact in the state and benefit to patients. That outcome will require that these groups have access to accurate, on-message stories, proof points for each audience, print materials, and web links as relevant for audiences they interact with. In addition, the team will ensure on-message storytelling is reaching appropriate audiences.

26/27 Pillar 3 Objectives & Key Results

O1: Team Objective 1: Empower and train advocates to tell CIRM's story

- **KR1:** 50% of staff, board, patient advocates participate in toolkit trainings by Q4 (Pillar 3 O1 KR1 → Amy O3 KR4 → Aditi O2 KR1 support/Emily O1 KR1 support)
- **KR2:** Outreach contractors, Patient Access outreach, trainees, and CIRM volunteers help expand CIRM's messaging in the state through shared calendars and resources by Q2 (Pillar 3 O1 KR2 → Amy O2 KR3 → Aditi O2 KR1 / Aditi O2 KR2 / Aditi O2 KR4)
- **KR3:** 3 CIRM proxies speak to public audiences per month by Q4 to expand opportunities for telling CIRM's core narrative in California (Pillar 3 O1 KR3 → Amy O2 KR3 → Aditi O2 KR3)

O2: Team Objective 2: Ensure impactful storytelling is reaching key audiences

- **KR1:** Secure 8 earned media placements by Q4 through pitching and press releases that reach public, patient, lawmaker, or scientific audiences (Pillar 3 O2 KR1 → Amy O2 KR4 → Scott O3 KR3)
- **KR2:** Increase digital media engagement by 25% year over year (FY25/26) by Q4 with 75% of content aligned with core messages (Pillar 3 O2 KR2 → Amy O3 KR1&2 → Scott O3 KR2 → Christina O1 KR2 / Christina O1 KR4)
- **KR3:** By Q3, each of the four key audiences has at least three active, audience-appropriate channels for encountering CIRM messages, with a defined content purpose, owner, and success metric for each channel (Pillar 3 O2 KR3 → Amy O3 KR3 → Scott O2 KR1 → Christina O1 KR3)
- **KR4:** Launch a CIRM newsroom by with clearly defined sections for stories, press releases, media resources, and awardee stories, including updated categories, tags, SEO/AEO metadata, and a 25% increase in newsroom visits

by California audiences by Q4 (Pillar 3 O2 KR4 → Amy O3 KR1 → Scott O2 KR3 / Scott O3 KR1 → Emily O2 KR4)

Pillar 4: Measure Impact

Evaluate the effectiveness of storytelling efforts and refine strategy based on data

2026 Update: In the past year we developed a baseline for effectiveness of existing channels. That baseline will serve as a comparison point for improved effectiveness going forward.

The next year will focus on creating mechanisms for consistently measuring and reporting out on metrics.

26/27 Pillar 4 Objectives & Key Results

O1: Team objective 1: Create mechanisms for tracking and reporting progress

- **KR1:** By Q1, finalize KPI definitions, baseline data, report format, with preliminary report delivered (Pillar 4 O1 KR1 → Amy O4 KR1 → Christina O2 KR1 support)
- **KR2:** By Q2, make QR-code surveys available at all outreach events and begin quarterly analysis of statewide awareness and audience feedback (Pillar 4 O1 KR2 → Amy O4 KR1 / Amy O4 KR2 → Aditi O1 KR1 / Aditi O1 KR2)
- **KR3:** Monthly blog, social media, newsletter, video and survey metrics lead to 1 strategic adjustment per quarter by Q4 (Pillar 4 O1 KR3 → Amy O4 KR3 → Scott O3 KR4 → Christina O2 KR1 / Christina O2 KR2; Aditi O1 KR2 / Aditi O1 KR3 for outreach survey findings)
- **KR4:** By Q4, provide quarterly KPI reports to leadership and document at least four communications decisions informed by outcomes (Pillar 4 O1 KR4 → Amy O4 KR2 / Amy O4 KR3 → Scott O3 KR4 → Christina O2 KR2; Aditi O1 KR2 / Aditi O1 KR3 support)

Implementation timeline

The following defines a timeline for achieving team level Key Results. KRs that are dependent on vendors or other CIRM Team members could move to later quarters or into FY 27/28 if needed. Every effort should be made to achieve Priority 1 tasks on schedule in order to facilitate dependent Priority 2 and 3 tasks.

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Q1

Priority 1: Highest priority

- Finalize KPI definitions, baseline data, report format, with preliminary report delivered (Pillar 4 O1 KR1 → Amy O4 KR1 → Christina O2 KR1 support)
- Complete focus group/survey vendor selection and launch focus groups in 4+ communities (must complete in order to achieve Priority 1 KRs in Q2-4) (Pillar 1 O1 KR1 → Amy O1 KR1**)**

Q2

Priority 1: Highest priority

- Launch focus groups in 4+ communities (continued from Q1, could move to Q3 depending on vendor availability) (Pillar 1 O1 KR1 → Amy O1 KR1**)**

Priority 2: Important

- Develop core narrative brochure and annual report for use at outreach events, lawmaker meetings, and public presentations (Pillar 1 O2 KR1 → Amy O2 KR1 → Scott O1 KR1 / Scott O1 KR2 → Emily O1 KR1)
- Make QR-code surveys available at all outreach events and begin quarterly analysis of statewide awareness and audience feedback (Pillar 4 O1 KR2 → Amy O4 KR1 / Amy O4 KR2 → Aditi O1 KR1 / Aditi O1 KR2)
- Outreach contractors, Patient Access outreach, trainees, and CIRM volunteers help expand CIRM's messaging in the state through shared calendars and resources (Pillar 3 O1 KR2 → Amy O2 KR3 → Aditi O2 KR1 / Aditi O2 KR2 / Aditi O2 KR4)
- Content strategy defining audiences, channels, cadence, formats, and message-alignment standards completed leading to 25% increase in story readership and digital engagement (i.e., likes, shares, comments) (Pillar 2 O1 KR1 → Amy O3 KR1 → Scott O2 KR1 / Scott O2 KR2 → Christina O1 KR1 support)

Q3

Priority 1: Highest priority

- Identify messages for 4 regions of California and update CIRM core messaging (dependent on vendors) (Pillar 1 O1 KR1 → Amy O1 KR1 / Amy O1 KR2 → Emily O1 KR3 support)
- Website conveys CIRM's core messages by incorporating the revised core narrative in home page and 4+ landing pages (dependent on vendors) (Pillar 2 O1 KR3 → Amy O1 KR4 → Emily O2 KR1)

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Priority 2: Important

- Develop and implement a workflow for producing regionally appropriate lawmaker leave-behinds that incorporate CIRM's core narrative, disease-area relevance, district-level impact, and current proof points (Pillar 1 O2 KR3 → Amy O2 KR2 → Emily O1 KR4)
- Awardees understand CIRM's value proposition and operations through updated awardee-facing materials on the CIRM website (Pillar 2 O1 KR5 → Amy O3 KR3 → Carly O1 KR1-3)
- Each of the four key audiences has at least three active, audience-appropriate channels for encountering CIRM messages, with a defined content purpose, owner, and success metric for each channel (Pillar 3 O2 KR3 → Amy O3 KR3 → Scott O2 KR1 → Christina O1 KR3)

Priority 3: Desired

- 25% of web visits of more than one page end at a designated user journey page (Pillar 2 O1 KR2 → Amy O3 KR4 → Carly O1; Emily O2 KR2)

Q4

Priority 1: Highest priority

- Communicate CIRM's value in an audience-appropriate manner in 4 subregions of California through appropriate print and presentation materials (Pillar 1 O1 KR2 → Amy O1 KR3 → Emily O1 KR2)
- Provide quarterly KPI reports to leadership and document at least four communications decisions informed by outcomes (Pillar 4 O1 KR4 → Amy O4 KR2 / Amy O4 KR3 → Scott O3 KR4 → Christina O2 KR2; Aditi O1 KR2 / Aditi O1 KR3 support)

Priority 2: Important

- CIRM awardees assist with promoting CIRM through 75%+ of relevant awardee communications mentioning CIRM funding (Pillar 2 O1 KR4 → Amy O3 KR4 → Carly O2; Emily O2 KR3 support)
- 3 CIRM proxies speak to public audiences per month to expand opportunities for telling CIRM's core narrative in California (Pillar 3 O1 KR3 → Amy O2 KR3 → Aditi O2 KR3)
- Secure 8 earned media placements through pitching and press releases that reach public, patient, lawmaker, or scientific audiences (Pillar 3 O2 KR1 → Amy O2 KR4 → Scott O3 KR3)

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- Increase digital media engagement by 25% year over year (FY25/26) with 75% of content aligned with core messages Pillar 3 O2 KR2 → Amy O3 KR1&2 → Scott O3 KR2 → Christina O1 KR2 / Christina O1 KR4)
- Launch a CIRM newsroom by with clearly defined sections for stories, press releases, media resources, and awardee stories, including updated categories, tags, SEO/AEO metadata, and a 25% increase in newsroom visits by California audiences (Pillar 3 O2 KR4 → Amy O3 KR1 → Scott O2 KR3 / Scott O3 KR1 → Emily O2 KR4)

Priority 3: Desired

- 50% of staff, board, patient advocates participate in toolkit trainings (Pillar 3 O1 KR1 → Amy O3 KR4 → Aditi O2 KR1 support/Emily O1 KR1 support)

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Appendix A: FY 2025/26 Scorecard

Q1

- ✓ Hire PR firm
- ✓ Hire storytelling firm (Valvespring)
- ✓ Expand storytelling capacity (Holly)

Q2

- ✓ Present CIRM story
- ✓ Fully remediate the website and implement strategy for maintaining remediation
- ✓ Launch PR efforts

Q3

- ✓ Launch webinar pilot program
- ✓ Develop training toolkit for staff, board members, students, patient advocates for telling CIRM's story
- ✓ Launch efforts to communicate CIRM programs, concepts, policies and other updates to applicants and grantees

Q3 the communications team lost two team members and the following work was put on hold

- × Begin audit of existing communication channels, ensuring channels exist for reaching all key audiences
- × Develop content strategy and workflow incorporating the CIRM story
- × Ensure strategy includes storytelling appropriate for each audience
- × Create internal workflow for tracking stories
- × Begin regularly featuring CIRM progress toward cures in communication with staff and Board

Q4

- ✓ Begin training staff, board members, students on telling CIRM's story using the toolkit
- × Finalize SOPs for communications activities
- × Begin quarterly metrics reporting
- × With Programs team, begin including updated CIRM success metrics in communications

Appendix B: Objectives and Key Results by team member

Specific tactics and priorities for each team member can be found in **Appendix C: Tactics RACI Chart**. Team members are accountable for achieving their assigned individual KRs and for completing the tactics for which they are listed as Responsible or Accountable. Where KR achievement depends on factors outside the person's control, performance evaluation will consider timely execution of assigned tactics, quality of work, collaboration, and escalation of risks.

Amy Adams

Senior Director of Communications

Annual Priority Summary:
Amy's highest priority for 2026/27 is to establish the strategic communications foundation for the year: updated audience-specific messaging, leadership-visible KPI reporting, and the core narrative assets that enable the rest of the team's work. Secondary priorities are expanding engagement through newsroom, web, earned media, and training activities.

O1: Lead the development of audience-specific CIRM narratives and ensure alignment across all storytelling

Priority Level: P1 —Highest priority
Rationale: This objective enables multiple downstream workstreams, including website updates, print materials, content strategy, presentation decks, and regional outreach. If any of this work is delayed, impacting downstream team member tasks, Amy will assign new deadlines for that work.

- **KR1:** Complete focus group/survey vendor selection and launch focus groups in 4+ communities by Q2 (**Pillar 1 O1 KR1 → Amy O1 KR1)**
- **KR2:** Identify messages from surveys and revise CIRM core messaging with Valvespring by Q3 (**Pillar 1 O1 KR1 → Amy O1 KR2** → Emily O1 support)
- **KR3:** Identify print and presentation material needs for regional audiences and lead development of materials by Q4 (**Pillar 1 O1 KR2 → Amy O1 KR3** → Emily O1 support)
- **KR4:** Lead revised core narrative integration in website, content strategy, and print packets by Q4 (**Pillar 1 O1 KRs 1–3 / Pillar 2 O1 KRs → Amy O1 KR4** → Emily O2 support)

O2: Create materials and opportunities to inform core audiences in California about CIRM's mission and successes

Priority Level: P2 — Important
Rationale: This objective turns the revised narrative into usable public-facing materials, including the annual report, brochure, lawmaker leave-behinds, outreach workflows, and earned media. It is dependent on vendors and CIRM Team input. If those factors create delays, Amy will assign new deadlines for downstream tasks.

- **KR1:** With Valvespring, lead conceptualization, storytelling, and narrative direction of a narrative brochure and annual report that celebrates CIRM's accomplishments of FY 25/26, to be in print by Q2 (**Pillar 1 O2 KR1** → **Amy O2 KR1** → Scott O1 → Emily O1)
- **KR2:** By Q4 develop lawmaker leave behinds that clearly show district funding plus patients and students who have benefited from CIRM (**Pillar 1 O2 KR3** → **Amy O2 KR2** → Emily O1 KR4)
- **KR3:** Develop an integrated workflow for maximizing the impact of new outreach contractors, Clinical Network outreach teams, and CIRM trainees at events including recruiting speakers for public events by Q2 (**Pillar 3 O1 KR2** → **Amy O2 KR3** → Aditi O2)
- **KR4:** With Fors Marsh, land 8 earned media stories in publications that are read by one of CIRM's core audiences (**Pillar 3 O2 KR1** → **Amy O2 KR4** → Scott O3 KR3)

O3: Expand engagement with CIRM narratives
Priority Level: P2/P3 — Important/Desired, but partly dependent on O1 and Scott's content strategy
Rationale: This objective is important but dependent on the completion of narrative, audience mapping, content strategy, and website work. If other elements slip, the newsroom should take priority along with improved engagement on digital channels. For team members with OKRs that flow out of this objective, Amy will reprioritize team member tasks to accommodate any shifting deadlines.

- **KR1:** Lead the development of a new CIRM newsroom with high-impact content and audience-specific categories and sections with improved discoverability through SEO (GEO/AEO) leading to 25% increase in visits to the CIRM newsroom content including all stories over the FY25/26 baseline blog visits by California audiences in Google geolocation tracking by Q4 (**Pillar 3 O2 KR4** → **Amy O3 KR1** → Scott O3 KR3 → Emily O2 KR4)
- **KR2:** Improve digital engagement (likes, shares, comments) year over year by 25% over fiscal year 25/26 (**Pillar 3 O2 KR2** → **Amy O3 KR2** → Scott O3 KR2 → Christina O1)
- **KR3:** By Q4 map audiences with channels and ensure 3 defined channels exist for each audience (**Pillar 3 O2 KR3** → **Amy O3 KR3** → Scott O2 KR4 → Christina O1 KR3 & Carly O1 KR4)

KR4: Develop and implement, with Dowitcher, clearly defined use journeys across the website, including revisions to streamline information for awardee and applicants and to clarify CIRM recognition requirements by Q4 (**Pillar 2 O1 KR2 / KR 3/ KR4 / KR5 → Amy O3 KR4** → Carly O1; Emily O2 KR 2)

KR5: Complete a comprehensive communications training toolkit for staff, board, patient advocates and conduct training sessions for at least 50% staff and board members by Q4 (**Pillar 3 O1 KR1 → Amy O3 KR5** → Aditi O2 KR4 support)

O4: Ensure communications strategy is guided by measurable outcomes and leadership visibility

Priority Level: P1 — Highest priority

Rationale: This should be a top priority because it determines whether the team can evaluate impact, report progress, and make evidence-based decisions. This work should be a top priority for any team members with associated downstream tasks.

KR1: By Q1, define the leadership reporting format, baseline KPIs, and reporting cadence for measurable communications outcomes (**Pillar 4 O1 KR1 → Amy O4 KR1** → Scott O3 KR4; Aditi O1 KR1 → Christina O2 KR1)

KR2: By Q4, establish a KPI-based reporting process that tracks reach, engagement, message alignment, and outreach impact, with quarterly leadership updates and an annual board summary (**Pillar 4 O1 KR1 / KR4 → Amy O4 KR2)**

KR3: By Q4, use KPI findings to inform at least three documented communications decisions about messaging, channels, content, outreach, or resource allocation (**Pillar 4 O1 KR4 → Amy O4 KR3** → Scott O3 KR4 → Christina O2)

Tactics: Oversee toolkit updates and trainings; Develop annual report and CIRM brochure; Hire focus group vendor and survey 4 regions of California; Develop KPI quarterly KPI tracking

Scott Hadly

Director of Content Strategy

Priority Summary: Scott's P1 focus is to establish the content strategy, channel/story alignment, and metrics-informed storytelling process needed to operationalize the team's narrative and KPI priorities. Annual report and brochure storytelling are time-sensitive P2 deliverables in Q1. Reach, earned media, and newsroom growth are P2 priorities once the content strategy and narrative alignment are in place. Some of these OKRs rely on work by vendors and by Amy. If that work is delayed, impacting Scott's ability to meet deadlines, Amy will set new deliverable dates.

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O1: Translate core narratives into compelling stories for print and web

Priority Level: P1 — Highest priority
Rationale: This is foundational to the team's goal of aligning audiences, channels, cadence, formats, and message standards.

- **KR1:** Ensure content for annual report is on time and complete, including all images, metrics, and stories by Q1 (**Pillar 1 O2 KR1** → Amy O2 KR1 → **Scott O1 KR1** → Emily O1 KR1/2)
- **KR2:** Assign, edit, and track all written and video storytelling working with vendors and in-house writers through an integrated content calendar by Q3 (**Pillar 2 O1 KR1 / Pillar 3 O2 KR2** → Amy O3 KR1 → **Scott O1 KR2**)

O2: Create and execute content strategy that ensures narrative consistency across all digital storytelling

Priority Level: P1/2 — Highest priority / Important

Rational: The metrics and engagement portions are P1 because they support the team's measurable outcomes work. The earned media and reach work are P2 execution priorities.

- **KR1:** Develop comprehensive content strategy defining narrative alignment, publishing cadence, and audience targeting by Q2 (**Pillar 2 O1 KR1** → Amy O3 KR1 → **Scott O2 KR1** → Christina O1 support)
- **KR2:** Achieve 75% of all blog and digital stories aligned with core narrative and messaging by end of FY (**Pillar 2 O1 KR1 / Pillar 3 O2 KR2** → Amy O3 KR1 → **Scott O2 KR2**)
- **KR3:** Lead transition of blog content to the CIRM website including all categories, tags, blog entry selection, and images ensuring high-priority and on-message blog items populate the new newsroom by Q3 (**Pillar 3 O2 KR4 / KR5** → Amy O3 KR1 → **Scott O2 KR3** → Emily O2 KR4)
- **KR4:** By Q4 map audiences with digital channels and to ensure each channel has a clearly defined audience and metrics (**Pillar 3 O2 KR3** → **Amy O2 KR5** → Scott O2 KR4 → Christina O1 KR3)

O3: Maximize reach of CIRM's messaging through all forms of storytelling including blog, digital media, and earned media

Priority Level: P1/2 — Highest priority / Important

Rational: This supports the team's annual report/brochure work. Scott's KR1 and KR2 are due by Q1 and support the narrative brochure and annual report, so they are operationally urgent even if O2 is the more strategic annual priority

- **KR1:** Increase blog/newsroom readership by 25% year over year (FY25/26 as baseline) by Q4 through high-quality storytelling, SEO/AEO improvements,

improved metadata, and stronger content selection (**Pillar 3 O2 KR4** → Amy O3 KR1 → **Scott O3 KR1** → Emily O2 support)

KR2: With Christina, improve social media engagement (likes, shares, comments) 25% year over year through increased use of video, more engaging content, and at least 1 new or experimental approach per quarter (**Pillar 3 O2 KR2** → Amy O3 KR2 → **Scott O3 KR2** → Christina O1)

KR3: With Amy and Fors Marsh, Secure at least 2 earned media placements per quarter that reach public, patient, lawmaker, or scientific audiences (**Pillar 3 O2 KR1** → Amy O2 KR4 → **Scott O3 KR3**)

KR4: Track monthly performance of all digital content and make 1 strategic adjustment based on metrics per quarter (**Pillar 4 O1 KR3 / KR4** → Amy O4 KR3 → **Scott O3 KR4** → Christina O2 KR2)

Tactics: Develop content strategy; Write and edit content; Pitch stories; Collaborate on newsroom; Collaborate on annual report

Christina Smith

Digital Engagement Specialist

Priority Summary: Christina's P1 focus is building a data-driven approach to digital effectiveness, including dashboards, monthly metrics, and strategic adjustments. P2 work includes optimizing social, newsletter, and video channels to increase engagement and ensure audiences have appropriate channels for receiving CIRM messages. Some of these OKRs rely on work by vendors and by Scott or Amy. If that work is delayed, impacting Christina's ability to meet deadlines, Scott and Amy will set new deliverable dates.

O1: Optimize digital channels to reach target audiences with narrative-aligned content

Priority Level: P1/2 — Highest priority / Important

Rational: Christina's O1 supports the team's goal of measuring engagement by audience and identifying underperforming channels. This work is P1 because it informs channel strategy. KR2, increasing social engagement by 25%, is a P2 outcome priority as are KR3/KR4 around newsletters/channels.

KR1: Measure digital media engagement by audience and identify underperforming channels by Q2 (**Pillar 3 O2 KR3** → Amy O3 KR1 / Amy O2 KR5 → Scott O2 KR1 → **Christina O1 KR1**)

KR2: Increase social media engagement by 25% year over year (FY25/26 as baseline) by Q4 through platform-specific distribution, increased use of video, and at least one engagement experiment per quarter (**Pillar 3 O2 KR2** → Amy O3 KR2 → Scott O3 KR2 → **Christina O1 KR2**)

KR3: With Scott, ensure all audiences have at least 3 channels for accessing CIRM narrative (newsletter, social, print, website) by Q2 (**Pillar 3 O2 KR3** → Amy O3 KR3 → Scott O2 KR4 → **Christina O1 KR3**)

KR4: Develop and post at least 2 videos per quarter, tracking effectiveness of video themes, length, social media channel to maximize reach and video watch time (**Pillar 3 O2 KR2 / Pillar 4 O1 KR3** → Amy O3 KR2 → Scott O3 KR2 → **Christina O1 KR4)**

O2: Establish data-driven approach to measuring digital channel effectiveness

Priority Level: P1 — Highest priority

Rationale: This directly supports the team's measurement priority.

KR1: Develop comprehensive metrics dashboard tracking digital media engagement, reach, and sentiment by Q3 (**Pillar 4 O1 KR1 / KR3** → Amy O4 KR2 / KR3 → Scott O3 KR4 → **Christina O2 KR1**)

KR2: Generate monthly metrics report and make 1 strategic adjustment based on metrics per quarter by Q4 (**Pillar 4 O1 KR3 / KR4** → Amy O4 KR3 → Scott O3 KR4 → **Christina O2 KR2**)

Tactics: Manage social media; Create videos; Launch newsletters; Track metrics

Emily Moskal

Communications Associate

Priority Summary: Emily's P1 focus is supporting the team's core narrative integration and website priorities, including homepage and landing page updates, story organization, and SEO/AEO/GEO support. P2 work includes annual report, print material logistics, review tracking, and lawmaker leave-behind workflows, with Q1/Q2 deadlines treated as time-sensitive. Some of these OKRs rely on work by vendors and by Scott or Amy. If that work is delayed, impacting Emily's ability to meet deadlines, Scott and Amy will set new deliverable dates.

O1: Support narrative development by managing project logistics for all print materials

Priority Level: P2 — Important

Rational This supports the team's narrative and materials work. Emily's KR1 on proof points/images is due Q1, and KR2/KR3 around print materials and approvals are due Q2, so these should be treated as near-term execution priorities.

KR1: Update proof points for 26/27 annual report and toolkit materials, and source quality images with appropriate permissions by Q1 (**Pillar 1 O2 KR1** → Amy O2 KR1 → Scott O1 KR1 → **Emily O1 KR1**)

KR2: Coordinate print materials production (patient brochures, disease one-pagers) for 4+ audiences by Q2 (**Pillar 1 O1 KR2 / Pillar 1 O2 KR2** → Amy O1 KR3 → Scott O1 KR1, where relevant → **Emily O1 KR2**)

KR3: Track all narrative and print material reviews and ensure final approval by Q2 (**Pillar 1 O1 KR1 / KR2** → Amy O1 KR2 → **Emily O1 KR3**)

KR4: With the office of the Vice President, develop a workflow for consistently delivering on-message, regionally appropriate 1-pagers as leave-behinds in legislative visits (**Pillar 1 O2 KR3** → Amy O2 KR2 → **Emily O1 KR4**)

KR5: Coordinate printing and distribution of all relevant materials (**Pillar 1 O2 KR1** → Amy O2 KR1 → Scott O1 KR1 / Scott O1 KR2 → **Emily O1 KR1)**

O2: Support website updates and content organization to improve user journeys

Priority Level: P1 — Highest priority
Rationale: This directly supports the team's work around core narrative integration and website user journeys.

KR1: Update website home page and 4+ landing pages with core narrative content by Q3 (**Pillar 2 O1 KR3** → Amy O1 KR4 / Amy O3 KR3 → **Emily O2 KR1**)

KR2: Update website to assist visitors with clearly defined user journeys, tracking number of visitors who reach the destination pages (**Pillar 2 O1 KR2** → Amy O3 KR4 → **Emily O2 KR2**)

KR3: Work with Carly to improve CIRM credit information on website by Q1 (**Pillar 2 O1 KR4** → Amy O3 KR4 → Carly O2 KR2 + **Emily O2 KR3**)

KR4: Update story categories and tags to support story discovery, and support SEO/AEO/GEO optimization by Q1 (**Pillar 3 O2 KR4 / KR5** → Amy O3 KR1 → Scott O2 KR3 → **Emily O2 KR4**)

KR5: Track CIRM-in-the-news and awardee news for website and newsletters **illar 3 O2 KR4 / KR5** → Amy O3 KR1 → Scott O2 KR3 → **Emily O2 KR5**)

Tactics: Manage annual report process; Support with print material development; Update web pages; Support newsroom transition; Support writing and image sourcing for all content

Aditi Desai

Community Outreach Manager

Priority Summary: Aditi's P1 focus is outreach measurement and coordination infrastructure: outreach surveys, QR-code implementation, vendor onboarding, and shared outreach workflows. P2 work includes toolkit training support, contractor activity tracking, and coordinating public-facing presentations, especially where these depend on completed materials, event availability, or partner bandwidth. Some of these OKRs rely on work by vendors and by Amy. If that work is delayed, impacting Aditi's ability to meet deadlines, Amy will set new deliverable dates.

O1: Gather feedback from outreach activities to measure impact and refine strategy

Priority Level: P1 — Highest priority
Rationale: This supports the team's measurement priorities. The team-level KRs require QR-code surveys at outreach events by Q2 and quarterly analysis of statewide awareness and audience feedback.

- **KR1:** Short surveys at 75% of outreach events capture sentiment and impact by Q2 (**Pillar 4 O1 KR2** → Amy O4 KR1 → **Aditi O1 KR1**)
- **KR2:** Analyze survey results and identify patterns in audience response (**Pillar 4 O1 KR2 / KR3** → Amy O4 KR2 → **Aditi O1 KR2**)
- **KR3:** Feed learnings into contractor management and advocate training updates (**Pillar 4 O1 KR3** → Amy O4 KR3 → **Aditi O1 KR3**)

O2: Expand CIRM's reach across California by onboarding contractors and empowering advocates including CIRM Trainees

Priority Level: P2 — Important

Rational Hiring and onboarding outreach vendors, and creating shared outreach calendars/workflows support the team's P2 goal of expanding CIRM messaging through outreach contractors, Patient Access outreach, trainees, and volunteers.

- **KR1:** Onboard and train at least 2 new outreach contractors on CIRM toolkit and messaging by Q2 (**Pillar 3 O1 KR2** → Amy O2 KR3 → **Aditi O2 KR1**)
- **KR2:** Ensure contractors deliver average of 2 outreach activities/month integrated into calendar by Q3 (**Pillar 3 O1 KR2** → Amy O2 KR3 → **Aditi O2 KR2**)
- **KR3:** Coordinate 3 public-facing presentations by CIRM staff/board/advocates per quarter (**Pillar 3 O1 KR3** → Amy O2 KR3 → **Aditi O2 KR3**)
- **KR4:** Lead the strategic planning and coordination of calendars, volunteer needs, and volunteer signups for outreach activities, in collaboration with the Education and Patient Access Teams, including engagements with clinical networks and CIRM trainees (**Pillar 3 O1 KR3** → Amy O2 KR3 → **Aditi O2 KR4**)
- **Tactics:** Onboard and train contractors; Develop outreach survey; Develop volunteer opportunity workflow

Carly Chillmon

Communications Specialist, Operations

Priority Summary: Carly's P1 focus is improving awardee-facing clarity, CIRM credit visibility, and the "For Researchers" user journey. Work on web-based awardee materials, the PA/RFA template, and CIRM credit guidance should take precedence because it directly supports the team's user journey, recognition, and awardee communications priorities. Some of these OKRs rely on work by vendors or Amy, and

on input by CIRM Team members. If that work is delayed, impacting Carly's ability to meet deadlines, Amy will set new deliverable dates.

O1: Improve transparency on CIRM operations and ensure awardee and board member alignment

Priority Level: P1 — Highest priority
Rationale: This work directly supports the team's user-journey/awardee-facing materials priorities.

- **KR1:** Streamline the user journey through the CIRM website "For Researchers" section ensuring consistent and clear language and tracking improvements to user navigation through the website by Q2 (**Pillar 1 O1 KR4 / Pillar 2 O1 user-journey work** → Amy O3 KR3 → **Carly O1 KR1**)
- **KR2:** Improve user experience and AI discoverability of awardee facing materials by Q3 in order to provide accurate, accessible information to awardees (**Pillar 1 O1 KR4** → Amy O3 KR4 → **Carly O1 KR2**)
- **KR3:** Reduce production/review time and improve consistency of PAs/RFAs with clear section owners and consistent language to more clearly communicate to applicants CIRM's expectations and requirements by Q2 (**Pillar 1 O1 KR4** → Amy O3 KR3 → **Carly O1 KR3**)
- **KR4:** Improve board awareness of CIRM operations and progress by Q1 (**Pillar 3 O2 KR3** → Amy O3 KR3 → **Carly O1 KR4**)

O2: Ensure CIRM awardees mention CIRM in relevant communications

Priority Level: P2 — Important

Rational: This work supports the team's audience engagement goals, which are P2.

- **KR1:** Improve understanding of CIRM regulations regarding communications during the onboarding stage by Q1 (**Pillar 2 O1 KR4** → Amy O3 KR3 → **Carly O2 KR1**)
- **KR2:** Improve awareness of CIRM support through web and other mechanisms that produce 75%+ of awardee communications mention CIRM by Q4 (**Pillar 2 O1 KR4** → Amy O3 KR3 → **Carly O2 KR2** → Emily O2 KR3 support)
- **Tactics:** Update "For Researcher" pages; launch web-based versions of awardee-facing PDF materials; Create PA/RFA template; Develop CIRM credit materials

Appendix C: 2026/27 Communications tactics RACI chart

Priorities are assigned as:

1. Highest priority
2. Important
3. Desired – dependent on other deliverables or vendor availability

RACI: **R**=Responsible (who does the work), **A**=Accountable, **C**=Consulted, **I**=Informed

Q=Quarter **P**=Priority

Appendix C-1 Pillar 1 Tactics

Tactic	Q	P	R	A	C	I	Dependencies	Pillar/Team OKR	Individual OKR
Hire focus group vendor	Q1	1	Amy	Amy	Maria, Pat, Scott	Leadership	Hiring team alignment, qualified candidates, contracting	1/O1 KR1	Amy O1 KR1
Carry out audience focus groups	Q2	1	Vendor	Amy	Scott, Aditi	Comms team, maria	Focus group hiring	1/O1 KR1	Amy O1 KR1
Update the core messaging based on focus groups	Q3	1	Valvespring	Amy	Scott	Comms team	Focus group results	1/O1 KR1	Amy O1 KR2
Develop print materials as needed for CA audiences	Q3	1	Valvespring, Emily	Amy	Scott	Comms team	Focus group results	1/O1 KR1	Amy O1 KR3; Emily O1 KR3
Develop print packages for four sub-audiences, including disease fact	Q4	1	Emily	Amy	Valvespring, Aditi	CIRM Team	Focus group results	1/O1 KR1	Amy O1 KR3; Emily O1 KR2

sheets and patient brochures									
Identify regionally appropriate messages from focus groups	Q3	1	Vendor	Amy	Vendor, Scott	Comms team	Focus group results	1/O1 KR2	Amy O1 KR2
Identify gaps in print materials based on messaging feedback	Q3	1	Amy; Valvespring	Amy	Scott	Comms team	Focus group results	1/O1 KR2	Amy O1 KR3
Create and print new materials based on messaging feedback	Q4	1	Valvespring; Emily	Amy	Scott	Comms team	New messaging and materials needs	1/O1 KR2	Amy O1 KR3; Emily O1 KR2
Create regionally specific versions of the core narrative deck	Q4	1	Valvespring	Amy	Comms team	Leadership	Availability of regional messages	1/O1 KR2	Amy O1 KR3
Create a brochure aligned with core narrative	Q1	2	Valvespring	Amy	Scott, Emily	Comms team, Maria	Reviews, leadership alignment	1/O2 KR1	Amy O2 KR1
Update proof points for 2026/27	Q1	2	Emily	Amy	Scott	Comms team, CIRM Team	Reviews	1/O2 KR1	Amy O2 KR1; Emily O1 KR1
Source annual report images and confirm permissions	Q1	2	Emily	Scott	Amy, Valvespring, Christina	Comms team	Availability of images	1/O2 KR1	Amy O2 KR1; Scott O1 KR3; Emily O1 KR1
Track annual report reviews through approval	Q1	2	Emily	Scott	Amy	Comms team	Reviews	1/O2 KR1	Amy O2 KR1; Scott O1 KR3; Emily O1 KR3

Print and distribute Annual Report	Q2	2	Valvespring, Scott, Emily	Amy	Christina, Aditi, Stakeholders	JT, Vito, Maria	Reviews, images	1/O2 KR1	Amy O2 KR2; Scott O1 KR3
Assemble regional print packets	Q4	1	Emily	Amy	Aditi; Christina	Comms team	Available materials	1/O2 KR2	Amy O1 KR3; Emily O1 KR2
Create lawmaker leave behind template	Q2	2	Emily	Amy	Maria, Christina, Lana, Sara	Comms team	Maria feedback	1/O2 KR3	Amy O2 KR2; Emily O1 KR4
Create mechanism for easily updating lawmaker leave behind	Q3	2	Emily	Amy	Maria, Christina, Lana, Sara	Amy, Scott	Sara bandwidth	1/O2 KR3	Amy O2 KR2; Emily O1 KR4

Appendix C-2 Pillar 2 Tactics

Tactic	Q	P	R	A	C	I	Dependencies	Pillar/Team OKR	Individual OKR
Develop channel-audience alignment	Q1	2	Scott	Amy	Christina	Comms team	N/A	2/O1 KR1	Amy O3 KR1; Scott O2 KR1; Christina O1 KR4
Develop story-channel alignment	Q1	2	Scott	Amy	Christina	Comms team	N/A	2/O1 KR1	Amy O3 KR1; Scott O2 KR1; Christina O1 KR4
Align storytelling strategy with messages	Q2	2	Scott	Amy	Comms team	Leadership	N/A	2/O1 KR1	Amy O3 KR1; Scott O2 KR2

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Develop content calendar that integrates stories/social media/video	Q2	2	Scott	Amy	Christina	Comms team	People using the calendar appropriately	2/O1 KR1	Amy O3 KR1; Scott O2 KR1; Christina O1
Develop a workflow for stories/social media/video	Q2	2	Scott	Amy	Christina	Comms team	Creating the audience mapping and calendar	2//O1 KR1	Amy O3 KR1; Scott O2 KR1; Christina O1
Create web user journeys	Q2	3	Emily, Carly	Amy	Dowitcher	Comms team, CIRM stakeholders	Reviews	2/O1 KR2	Amy O3 KR3; Emily O2 KR2; Carly O1 KR1
Update web pages to drive user journeys	Q2-3	3	Emily, Carly, Dowitcher	Amy	Scott	Comms team	Website bandwidth	2/O1 KR2	Amy O3 KR3; Emily O2 KR2; Carly O1 KR1
Update home and landing pages to reflect CIRM messaging	Q3	1	Emily Dowitcher	Amy	Scott	Comms team	Reviews, bandwidth	2/O1 KR3	Amy O1 KR4; Emily O2 KR1
Roll out CIRM credit SOP	Q1	2	Amy	Amy	Carly	CIRM Team	N/A	2/O1 KR4	Amy O3 KR4; Carly O2 KR1–KR2
Incorporate CIRM credit info in GM onboarding	Q2	2	Carly	Amy	GM team	SOs	Reviews, GM bandwidth	2/O1 KR4	Amy O3 KR4; Carly O2 KR1
Update CIRM credit info on website	Q2	2	Carly, Dowitcher	Amy	Emily	Comms team	Website bandwidth	2/O1 KR4	Amy O3 KR4; Carly O2 KR2; Emily O2 KR3
Update "For researcher" website section	Q3	2	Carly, Dowitcher	Amy	Liz, Gil, Rosa	Comms team	Reviews	2/O1 KR5	Amy O3 KR3; Carly O1 KR1

Implement web-based versions of awardee-facing PDF materials	Q2	2	Carly, Dowitcher	Amy	Liz, program leads	Amy, Rosa, Shyam	Reviews, website workload	2/O1 KR5	Amy O3 KR3; Carly O1 KR2
Implement new PA/RFA template	Q2	2	Carly	Amy	Liz, program leads, PA section leads	ET	Reviews	2/O1 KR5	Amy O3 KR3; Carly O1 KR3

Appendix C-3 Pillar 3 Tactics

Tactic	Q	P	R	A	C	I	Dependencies	Pillar/Team OKR	Individual OKR
Finalize basic toolkit elements	Q2	2	Emily	Amy	Scott	Comms team	Bandwidth, available information	3/O1 KR1	Amy O3 KR4; Emily O1 KR1
Develop and schedule toolkit trainings	Q3	3	Valvespring, Aditi, Claudette	Amy	Scott T	Comms team	Updated materials	3/O1 KR1	Amy O3 KR4; Aditi O2 KR1/O2 KR4
Track completion of toolkit training for at least 50% of staff and board	Q4	3	Amy	Amy	Comms team	Leadership	Availability of advocates	3/O1 KR1	Amy O3 KR4
Hire outreach vendors	Q1	2	Aditi	Amy	PA, Maria	Comms team, subcommittee	Contracting	3/O1 KR2	Amy O2 KR3; Aditi O2 KR1
Onboard outreach vendors	Q2	2	Aditi	Amy	PA, Maria	Comms team	Vendor time	3/O1 KR2	Amy O2 KR3; Aditi O2 KR1

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Track two outreach activities per month by contractors	Q4	2	Aditi	Amy	Outreach vendors	Comms team, PA	Event availability	3/O1 KR2	Amy O2 KR3; Aditi O2 KR2
Develop shared outreach calendar	Q2	2	Aditi	Amy	PA, EDUC	Comms team	Reviews	3/O1 KR3	Amy O2 KR3; Aditi O2 KR4
Coordinate three public-facing presentations per quarter	Q4	2	Aditi	Amy	BG	Comms team	Event availability	3/O1 KR3	Amy O2 KR3; Aditi O2 KR3
Implement workflow to connect trainees with outreach opportunities	Q2	2	Aditi	Amy	PA, EDUC	Comms team	Collaborator input	3/O1 KR3	Amy O2 KR3; Aditi O2 KR4
Develop pitch calendar	Q1	2	Fors Marsh; Scott	Amy	Comms team	N/A	N/A	3/O2 KR1	Amy O2 KR4; Scott O3 KR3
Pitch at least 8 CIRM stories per quarter	Q4	2	Fors Marsh, Scott	Amy	Comms team	N/A	Story availability	3/O2 KR1	Amy O2 KR4; Scott O3 KR3
Begin producing videos	Q1	2	Christina	Scott	Amy	Comms team	Team time, equipment	3/O2 KR2	Amy O3 KR2; Scott O3 KR2; Christina O1 KR4
Produce and post at least two videos per quarter	Q4	2	Christina	Scott	Amy	Comms team	Bandwidth, equipment	3/O2 KR2	Amy O3 KR2; Scott O3 KR2; Christina O1 KR4
Conduct one social engagement experiment per quarter	Q1	2	Christina	Scott	Amy	Comms team	Christina bandwidth	3/O2 KR2	Amy O3 KR2; Scott O3 KR2; Christina O1 KR2

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Launch board newsletter	Q1	2	Carly, Claudette	Amy	Scott, Maria	Comms team	Staff time; reviews	3/O2 KR3	Amy O3 KR3; Carly O1 KR4
Launch internal newsletter	Q1	2	Christina	Scott	Amy, Emily	Comms team, ET	Staff time; reviews	3/O2 KR3	Amy O3 KR3; Scott O2 KR4; Christina O1 KR3
Launch public newsletter	Q2	2	Christina	Scott	Amy, Aditi	Comms team	Staff time; reviews	3/O2 KR3	Amy O3 KR3; Scott O2 KR4; Christina O1 KR3
Confirm each core audience has three active channels with purpose, owner, and success metric	Q3	2	Scott, Christina	Scott	Amy	Comms team	Ability to launch new channels if needed	3/O2 KR3	Amy O3 KR3; Scott O2 KR4; Christina O1 KR1/4
Move blog/storytelling into new categories	Q2-3	2	Scott, Emily	Scott	Amy	Comms team	Team time	3/O2 KR4	Amy O3 KR1; Scott O2 KR3; Emily O2 KR4
Finalize newsroom wireframes	Q1	2	Amy, Scott, Dowitcher	Amy	Emily, Christina, Aditi	Comms team	Approvals	3/O2 KR4	Amy O2 KR4; Scott O2 KR3
Transition stories to website	Q3	2	Dowitcher, Scott	Amy	Emily	Comms team	Dowitcher time	3/O2 KR4	Amy O2 KR4; Scott O2 KR3
Implement outreach events on newsroom	Q3	2	Dowitcher, Aditi	Amy	Outreach vendors, PA	Comms team	Dowitcher time	3/O2 KR4	Amy O2 KR4; Aditi O2 KR4; Scott O2 KR3
Create mechanism to track awardee news for inclusion on website and newsletters	Q2	2	Emily	Scott	Amy, Christina	Comms team	N/A	3/O2 KR4	Amy O2 KR4; Scott O2 KR3 Emily O2 KR5

Identify blog content to move	Q2	2	Scott	Amy	Emily, Christina	Comms team	Scott time	3/O2 KR4	Amy O2 KR4; Scott O2 KR3
Create categories and tags for all content	Q1	2	Scott	Amy	Emily, Christina	Comms team	N/A	3/O2 KR5	Scott O2 KR3 / O3 KR1; Emily O2 KR4
Ensure all blog/stories have meta descriptions	Q3	2	Scott, Emily	Scott	Amy, Christina	Comms team	Team time	3/O2 KR5	Amy O2 KR4; Scott O3 KR1; Emily O2 KR4
Ensure SEO (GEO/AEO) optimization of blog/storytelling	Q3	2	Scott, Emily	Scott	Amy, Christina	Comms team	Team time, equipment	3/O2 KR5	Amy O2 KR4; Scott O3 KR1; Emily O2 KR4

Appendix C-4 Pillar 4 Tactics

Tactic	Q	P	R	A	C	I	Dependencies	Pillar/Team OKR	Individual OKR
Finalize KPIs	Q1	1	Amy	Amy	ET, subcommittee; Comms team	Board	Reviews	4/O1 KR1	Amy O4 KR1; Christina O2 KR1; Aditi O2 KR1
Develop KPI report	Q1	1	Amy, Scott	Amy	Christina, Aditi	ET	KPI finalized	4/O1 KR1	Amy O4 KR1
Develop comprehensive digital metrics dashboard	Q2	1	Christina	Scott	Amy, Emily	JT	Staff time; agreement on KPIs	4/O1 KR1	Amy O4 KR1; Scott O3 KR4; Christina O2 KR1

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Deliver preliminary KPI report	Q1	1	Amy, Scott	Amy	Christina, Aditi, Emily	ET	KPI completion	4/O1 KR1	Amy O4 KR1; Scott O3 KR4;
Track video effectiveness by theme, length, channel, reach, and watch time	Q4	1	Christina	Scott	Amy	Comms team	Videos completed	4/O1 KR1	Scott O3 KR2; Christina O1 KR5
Develop outreach survey	Q2	1	Aditi	Amy	PA team, outreach contractors	Comms team	N/A	4/O1 KR2	Amy O4 KR1; Aditi O1 KR1
Analyze outreach survey results quarterly	Q4	1	Aditi	Amy	Outreach vendors	Comms team, PA	Survey completion	4/O1 KR2	Amy O4 KR2; Aditi O1 KR3
Feed outreach findings into contractor and advocate training updates	Q4	2	Aditi	Amy	Outreach vendors	Comms team	Findings	4/O1 KR3	Amy O4 KR3; Aditi O1 KR3
Implement QR survey at events	Q2	1	Aditi, Outreach vendors	Amy	PA	Comms team	Survey completions	4/O1 KR3	Amy O4 KR2; Aditi O1 KR1
Conduct quarterly KPI review and document communications decisions	Q4	1	Christina, Scott	Amy	Christina, Aditi	Comms team	N/A	4/O1 KR4	Amy O4 KR3 Scott O3 KR4; Christina O2 KR
Track earned media placements by audience, sentiment, and message pull-through	Q4	1	Fors Marsh, Scott, Amy	Amy	Emily	Comms team	N/A	3/O2 KR1	Amy O2 KR4; Scott O3 KR3
Track percentage of awardee communications that mention CIRM funding	Q4	1	Carly	Amy	Sara, Christina, Scott	Comms team, SOs	Ability to track all communications	2/O1 KR4	Amy O3 KR4; Carly O2 KR2

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Track newsroom visits by California audiences against FY25/26 baseline	Q4	1	Scott, Emily	Amy	Comms team	Leadership	Google analytics ability to identify CA audiences	3/O2 KR4	Amy O2 KR4; Scott O3 KR1
Track percentage of blog and digital stories aligned with core narrative and messaging	Q4	1	Scott	Amy	Emily	Comms team	N/A	2/O1 KR1	Amy O2 KR4; Scott O2 KR2
Measure For Researcher page alignment	Q4	2	Carly	Amy	Programs PMs	Comms team	Reviews	2/O1 KR4	Amy O3 KR3; Carly O2 KR2