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## **YMCA Johnstown Strategic Communication Plan**

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Summer 2019

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## Executive Summary

Following this summary is a Strategic Communication Plan for the newly built YMCA Johnstown, Colorado facility. This document offers a detailed plan for the YMCA to successfully address key publics to reach the following **goals**:

1. Establish credibility as a place that meets the health and wellness needs of the Johnstown community.
2. Establish a trusting relationship between the Y and the Johnstown community with a focus on Thompson and Weld-RE-5J School Districts.
3. Increase program membership among Johnstown parents and seniors.

Further explanation of the goals, along with a detailed description of the awareness, acceptance, and action objectives for each key public are explained in the **strategy** section. This section also provides information about messaging and communication strategies.

The **Formative Research** section defines key publics as: parents, older couples and individuals, teachers and school program organizers.

The **Tactics** section includes an exhaustive list of tactics pertaining to interpersonal communications, organizational media, news media, and advertising/promotional media. Some example key tactics are:

1. YMCA Johnstown Grand Opening Celebration postcard invitations sent to thousands of constituents in Johnstown and surrounding areas.
2. Brochures of YMCA programs tailored toward teachers and parents distributed at local schools in the Milliken and Thompson school districts.
3. Print, social, and digital ads in local newspapers and on Facebook targeting senior couples and individuals seeking recreational activities.

Following these sections are a detailed **schedule**; a **budget**; and a full **evaluation** plan indicating how to measure the success of the strategic communication plan initiatives; and an **appendix** which displays sample collateral.

## Formative Research

### Situation Analysis

Economic and population development has been steadily increasing in Johnstown and other surrounding areas of Northern Colorado (NoCo). According to

Strategic Resources West, Inc. (2017) (SRW) between the years of 2000 and 2010, Johnstown has experienced a population growth rate of 9 percent, Milliken and District Re-5J has experienced a growth rate of more than 6 percent, Weld County has experienced 3 percent growth, and Berthoud has grown less than 1 percent in the population (p. 5). The “female childbearing population” defined as females ages 15-44, demographic has grown from a total of 8,485 in 2000 to 16,550 in 2010 (p. 6). In 2000 the total population in Weld County was below 180,000, and in 2020 is projected to be nearly 325,000 (p.8).

The increase in population growth is projecting an increase in housing construction, and between Berthoud, Johnstown, and Milliken, there are 12,270 units in “planned development” in the Weld County School District Re-5J, with Johnstown having the most planned units (p.12). According to the “Facility Utilization and Efficiency” data in this report, in 2016 Knowledge Quest elementary school was at 100 percent utilization rate, Letford, Milliken and Pioneer Ridge Elementary schools were in the mid to high 80 percent utilization rates, the Milliken middle schools were in the high 70 percent utilization rates, and Roosevelt High School was at a 95 percent utilization rate. Roosevelt High School is projected to be overcapacity, with the elementary and middle schools nearing overcapacity with student enrollment by 2022, indicating a need for more schools to be built (p.27). These data indicate that “substantial potential exists” among enrollment, that the “housing market is rebounding,” and that there is a need to balance capacity issues for the long-term growth model of District Re-5J (p. 32).

According to the town of Johnstown’s website, the construction of the YMCA Johnstown Facility is set to be complete in May 2020 following the groundbreaking

that was held November of 2018 (Town of Johnstown, 2018). This will also be during a period of economic and population growth for Weld County. Based on PB&A Marketplace Intelligence (2016) 76 percent of respondents, out of a sample of 300 residents, indicated that it would be a “good/excellent idea” for the YMCA to “manage and program the new community center” in Johnstown (p. 20). While only one third of the sample claimed to have membership at a recreation center (p. 10), 55 percent said they would likely use an outdoor pool, and other facilities with high levels of interest were indoor multi-purpose pool, social area/ healthy snacks, and an indoor track (p. 17).

Parents and purchasers, according to the *Johnstown/Milliken School Survey* want organized youth sports opportunities in the fall. Only 6.8 percent of respondents answered “no” to the question pertaining to wanting fall sports activities. To the question that asks “Would you be interested in a full-day camp for your elementary aged child(ren) or middle schooler this summer?” 71.8 percent answered “yes.” The same percentage said yes to a half-day option as well. 54 percent of respondents answered “yes” to the question asking if they would like before school care for their elementary-aged children (YMCA, 2019). This doesn't seem like an overwhelmingly large want from the community like sports opportunities or full and half day camps.

The PB&A Marketplace Intelligence study sampled 300 residents in the area, specifically, a different community public. 96 percent of this sample reports to have children in the home (2016, p.12). Other data from the PB&A study shows that only 9 out of 300 residents in the sample claimed to have unmet needs for recreational activities (p. 13). The recreational features the public in this sample desire are as

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follows: 55 percent want an outdoor pool, 49 percent want an indoor multi-purpose pool, and 45 percent want a social area with healthy snacks. Only 16 percent in this survey wanted licensed child care. A majority of the residents in this sample want lap swimming, water-based exercises, physical rehabilitation, programs that help students succeed in school, nutrition, diet, and weight loss programs (p. 18).

According to data provided by the YMCA Northern Colorado Facebook page, on April 1, 2019, the page had 4,589 likes. As of today, the YMCA Northern Colorado Facebook page has 4,708 likes. This growth is due to the social media efforts both paid and organic (non-paid) of posts. On April 1, 2019, the "daily total impressions" which is defined as, "the number of times any content from your page or about your page entered a person's screen," was at 7,465. In April, this metric rose and fell through the month, with a significant drop occurring through mid-May, reaching a low of 2,357. On May 16, 2019, this metric jumped to 11,192 total impressions (YMCA, June 2019). The sponsored, and only, post on May 16, 2019 on the YMCA NoCo Facebook page shared a blog post from the American Camp Association titled "Why teens need summer camp more than ever," (YMCA NoCo Facebook, May 16, 2019). This post's topic, along with the data showing that this post may have generated the highest impressions over the course of a single day from April to June, communicates the type of messaging that will make the most impact with the Y's largest Facebook audience.

The YMCA is entering the Johnstown community when they are experiencing a booming period for construction, population, school enrollment, and various growing industries. The data supports that families in the area are interested in a variety of recreational fall programs for their elementary and middle-school aged

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children. Adults without kids in the area feel their recreational needs are being met with most adults wanting a pool. In the towns surrounding Johnstown, Milliken, and Berthoud, as far north as Windsor and as south as Firestone, there are approximately 36 facilities that are either recreational centers or gyms. This demonstrates that the YMCA has significant competition in the area. Colorado's great outdoors and abundance of activities is one of the biggest competitors for the Y however, the booming growth of this town can be seen as an opportunity to reach new and established families seeking to engage with their community.

This background research helped us identify that the situation at hand for the YMCA is that there is a need for this new organization to establish a relationship and positive rapport with the community and town of Johnstown. Johnstown's population is growing rapidly and demographics are shifting and the data surrounding the Y's communication efforts, especially social media, guides our situation in constructing a communication plan tailored to the people of Johnstown. Constructing a thorough and accurate communication plan for this new facility can create membership growth and thus financial stability to live up to the Y's mission to "ensure that all are welcome and that no one is turned away for inability to pay," (Sampl, E & Yates, K). This is especially important to note considering that out of 263 parents who participated in the Johnstown Milliken School Survey, 128 indicated that because the Y provides financial assistance, they would be more likely to register their child (YMCA, 2019, February 19). That is a significant portion of parents that the Y aims to reach and provide service to.

## Organization analysis

There are several external competitors that must be considered in the development of the strategic plan for Johnstown Community Y. Recreational centers and gyms in the areas surrounding Johnstown have been identified as competition. Specifically, Windsor Recreation Center and Hatfield Chilson Recreation Center in Loveland that are located north of Johnstown. Hatfield Chilson Rec Center has a variety of services including youth and teen summer programs and camps, adult and youth athletics, aquatics, and child care (City of Loveland). Windsor also provides a variety of fitness activities including swimming lessons, youth and adult sports, and child care (Community Rec). This is a worthy note because many students in nearby school districts, Thompson School District and Weld County RE-5j, attend these neighboring facilities. These school districts serve as intercessory publics to reach the parents of those students.

However, there are more immediate facilities that pose as competition for the Y and although there are not any family recreational centers in Johnstown, there is a fitness facility for adults, Fitness Avenue where potential parent customers might already have membership. Fitness Avenue provides access to a full gym, massage and tanning facilities, and fitness classes at \$45/month for individual passes (Home). On the other hand, Anytime Fitness offers a 24 hour full-time gym and complimentary fitness classes for \$40/month (Anytime Fitness Gym). Looking back at the PB&R study which indicated residents wanted a pool, water-based exercises, etc., these competing facilities appeal to those needs at competing prices. For the Y, it is best to compete with these market prices by not only making sure a pool is offered, but to also provide youth programs, fitness facilities and classes for

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potential members, and move forward with the \$49/\$29 plan that was conducted by PB&A (p. 5).

The main opponent for the Y, however, is Thompson Rivers Park and Recreation District (TRPR) as both are trying to oversee the managerial aspect of this new facility. The TRPR offers sports programs for both adults and youth; programs like karate, cheer, and dance with packages ranging from \$50-\$80; classes such as yoga, zumba, and water exercise classes with drop in rates at \$3-5 or \$25/ month; and finally aquatics with admissible open swim, seasonal membership packages from \$70-200, and swim lessons at \$50 (Home, TRPR). PB&A's study indicated that, "Six out of ten (58 percent) area residents believe having the YMCA manage/program the new community center would be a good (37%) or excellent (21%) idea" (2016, p. 20). The Y's good reputation accounted for that reason for 14 percent of residents (p. 21). Residents also believe "having TRPR manage New Community Center is a Good/Excellent Idea" because TRPR is a local organization (31%) thus indicating some level of comfort with this organization (p.24). However, 34 percent of residents indicated that having TRPR manage the new community center is less than a good idea because they are unfamiliar with the organization, despite it being local (p.25).

The indirect competition for the Y are the Colorado outdoors that can act as an impediment during certain seasons. Even though the Y is an indoor facility, the Y provides services that extend onto the outdoors for activities, summer camps, and sports. There is a possibility where the outdoor experiences might not be so

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attractive during the summer. Customers might prefer to go to the park, a lake, or the Mountains.

Much of the opposition comes from the organization's founding values, Christianity. Originally, the Y, was commonly known as the YMCA, Young Men's Christian Association. Christianity has been used by fundamentalist groups in various instances to condemn communities like LGBTQ. There are people who oppose the Y for that reason but, there isn't a definitive group coming after the Johnstown Y establishment.

Additionally, there are several perceptual issues that can impact our ability to carry out our PR plan. The first is the nature of our chain-like organization. Forbes cites The Y as a whole as one of the largest nonprofits in the world with many facilities in various communities. Like many large organizations with many chains, if one messes up, it affects the reputation of all the other establishments. This is referred to as the " Devil Horns" effect, which plays a big role in creating a switch in perception. The Devil Horns effect describes that one negative trait can create a negative perception of a person, place, or thing, even though the negative trait doesn't have any correlation with the other traits (TeamWorksMedia).

The second issue is the fast growing population of Johnstown. The rate at which families are moving into Johnstown requires constant awareness of the changing demographics and psychographics of our population. The increasing growth rate, development, and the economic state will become impediments as living affordability increases. With more people also includes an issue of updating the internal and external structure of the Y to adapt to the needs of that changing

community. According to DataUSA, as of now the Johnstown community is composed of mostly an older demographic with the average age around 34. Most of the residents of Johnstown are married and have established families and these families are younger families with children who attend primary school. This demonstrates the importance of youth programs and after-school care, and the need to maintain relationships with school districts, since their facilities are where these services take place.

### **Publics Analysis**

The population of Johnstown itself, being roughly 16,000 people, according to DataUSA offers a workable sample size that allows for us to narrow down who our publics are. Because Johnstown's demographics is comprised of older individuals, young families, and is geographically surrounded by both the Thompson School District R-2J and Weld County School District Re-5J we identified our **key publics** to be: parents, older couples and individuals, teachers and school program organizers (as intercessors).The Y's main source of revenue stems from people who join their programs and not their memberships as most people might initially believe. In creating a tie between parents and schools, it is clear that parents are accessible via teachers and schools in order to target and encourage program sign-ups. With further development, we could then consider having schools adapt to parents' work and family life schedules with youth programs and after-school care.The schools serve as intercessors for us to reach children and parents. Additionally, this is a large enough sample size to narrow down to if we were to focus on pricing packages for families with incomes below Johnstown's average income of roughly \$85,000.

Segueing into those surrounding school districts, according to DataUSA, Educational Services (with roughly 700 people occupying these jobs) is one of the larger industries that are prominent in Johnstown alongside Retail Trade (900) and HealthCare and Social Assistance (700). As a result, Teachers and School Program Organizers become our second public of interest. In order for the Y to cater their programs to the needs of parents and therefore students and children, we have to establish a relationship with these schools. Teachers will be encouraging children and therefore, indirectly encouraging parents to join the Y's programs by word-of-mouth, as well as increase awareness of what the Y has to offer in regard to their facilities, programs, and amenities. School Program Organizers, on the other hand, would be able to work out affordability and transportation with the Y as an effective form of two-way communication in order to increase mutual benefits. The Y's understanding in what programs they would open up throughout the school year at what time acts as an advantage for this potential relationship as they try to appeal and increase their program enrollments and membership during the Fall and Winter months. Looking at real time, however, these summer months have been dedicated to receiving feedback from Johnstown community while development for the recreational facility is underway.

Finally, while older individuals and couples are a broader public, they are important to understand how we look to the future of the Y in adapting to Johnstown's growing population. Seniors are one of the top groups in regard to their demographics and DataUSA shows that 10 percent of the Johnstown population are between the ages of 45-65 and 8 percent are between the ages of 65-74. It is important to acknowledge this group as, from what political studies

such as one from The University of Chicago Press Journals titled, "Older but Wiser? Effects of Age on Political Cognition." (Lau, 2008) This study has indicated that older individuals, when it comes to voting, are more connected to their community, more likely to donate money, and more likely to defend their interests.

The producers of our publics include volunteers, employees ,and management. What differentiates producers from customers is that this public is already defined as it looks at the internal structure of an organization. Brand engagement and awareness become the driving force behind motivating volunteers and employees as they are the physical embodiment of the message the Y wants their audiences to understand. Volunteers and employees also act as potential publics for the Y as Johnstown continues to develop and grow and job opportunities open up for more people to get involved, thus promoting accessibility. The Y could do this in more ways than one by appealing to the growing population by opening jobs for those out of college or those who already hold a degree or by offering positions to the young adults already in the community to serve as lifeguards or summer camp leaders. The brand and the principles the Y was built on not only are reinforced through trainings and integration procedures into our organization but also become the shared interest between this public. It is also distinguishable as the Y looks for employees who would uphold the Y's policies and possess characteristics that promote brand continuity such as community, togetherhood, and leadership. As a result, this serves the needs of the Y who maintain consistency in regard to how their audiences receive and interpret their messages of community and togetherness but also serves the volunteers, employees, and managers with career opportunities.

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We identified our enablers to be media organizations and the banks and local and federal government. The YMCA being one of the largest nonprofit organizations are tax exempt because it is considered a 501(c)3 under the federal law. This not only sets the norms for how the YMCA should operate but also regulates and reinforces the YMCA's mission as serving the larger community and benefiting local populations. With this tax exemption, all proceeds toward the Y are put back into the organization in improving or adding facilities that cater to the needs of the community.

From a broader perspective, Northern Colorado as a whole is developing and growing as more people move in to the state and the economy becomes a hot topic across media outlets. New developments play a huge role in media coverage and they are perceived by the public for better or worse. Doing a brief search of media coverage for the YMCA of Boulder Valley, a lot of coverage has stemmed from neighboring cities such as Boulder from the *Boulder Daily Camera* as well as in Longmont from the *Longmont Times-Call*— two cities who are also developing and growing rapidly. However, most of that coverage is dated by a couple of years and there hasn't been any notable coverage of the Johnstown YMCA since November of 2018. While Johnstown itself has its own media outlet called "the Johnstown Breeze," it is a very niche media outlet that only serves that community. Media outlets are a key public as part of being an enabler for our organization therefore, to improve these relationships we should be sending out media kits and press releases approaching the 2020 opening. Future developments for the Y would include reaching out to major news outlets in major cities of Northern Colorado such as the *Denver Post*, the *Boulder Daily Camera*, *Longmont-Times Call*, and *The*

*Coloradoan* in Fort Collins to expand media coverage. However, since we also need a two-way communication system, this could be done through the YMCA of Johnstown and Northern Colorado's social media page, more specifically their Facebook pages by reposting and sharing articles by these media outlets and following them to expand our audience reach. The YMCA of Boulder Valley which also has their own blog posts could reach out to local mom-bloggers to expand their audience reach and engagement to even more niche communities. As a result these media publics share a common interest of not only having their content shared and posted but are given content to publish for their organization.

We identified limiters to the YMCA to be people that want the YMCA to be taxed as a corporation, such as the IHRSA (Atkinson, 2012), as well as potential competitors. Part of the controversy surrounding the lack of taxing stems from the history of the YMCA as a religious institution. As many know, the YMCA stands for the Young Men's Christian Association, which clearly portrays the establishment as a Christian entity. According to an article from Nonprofit Quarterly (NPO), many "for-profit health clubs contended that they were no different than YMCAs and deserved YMCA- like tax exemptions" (Cohen, 2014). This statement paints the picture of frustration that many of the YMCA's opponents are facing. The idea that the Y is capable of operating without being taxed causes other similar businesses to question what the YMCA offers that they do not. The fact is, the YMCA operates in the religious sphere, not unlike churches that also benefit from tax exemptions. What many opponents fail to acknowledge is that the Y is a nonprofit and as such, does not benefit from the revenue in the same way a more common business would. For example, a competitor might offer classes and community engagement,

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but oftentimes, the money received from the expenditure will be distributed amongst the higher ups, potentially shareholders, and so on. The YMCA takes the money and funnels the funds back into the business. With that in mind, it makes sense why they are better candidates for the tax exemptions. The limited funds that are being used from further construction of the business cannot be repurposed without rebuttals from the law.

This all aside, there are actual individuals who are against the YMCA, as well. A brief search found individuals online who had unpleasant encounters at the Y and described said experiences through negative reviews and posts. For reasons people dislike the Y revealed two dissatisfied individuals who had negative experiences at the Y. These reviews can push potential YMCA patrons to look elsewhere such as the Windsor Community Recreation or the Hatfield Chilson Recreation Center. Both of the establishments mentioned are the main competitors, however, they are lacking in that they do not provide as much for the community as the Y does. For example, the Y has linked to their disaster efforts that they participated in by offering supplies or a place to sleep. During the recent tornadoes in Alabama and Georgia, the YMCA took the time to collect bottled water, non-perishable food, diapers, and toiletries. This is something that really sets the establishment ahead of the others because aside from offering money making services, they also go above and beyond and help communities in need.

## Goals & Objectives

**Positioning Statement:** The Johnstown Community YMCA is a facility that is invested in the health and wellness of the Johnstown community.

### Goals:

1. Establish credibility as a place that meets the health and wellness needs of the Johnstown community.
2. Establish a trusting relationship between the Y and the Johnstown community.
3. Increase program membership among Johnstown parents and seniors

### Objectives:

#### Parents

1. To have an effect on the *awareness* of parents with students in Weld RE-5J County and Thompson County School districts; specifically to *increase their understanding* of the positive health and wellness impacts that the Y's youth and adults services has on families. (70 percent of programs in 6 months)
2. To have an effect on the *acceptance* of parents with students in Weld RE-5J County and Thompson County School districts; specifically to *elicit trust and satisfaction* on the Y's youth and adult services and programs. (70% satisfaction from parents on the Y's services and programs in 6 months).
3. To have an effect on the *action* of parents with students in Weld RE-5J County and Thompson County School districts; specifically to *obtain 5% membership* in the first month of the opening of Johnstown Y.

#### Elders

1. To have an effect on the *awareness* of Johnstown elder residence; specifically to *increase their understandings* of the health and wellness benefits of the Y's services and programs (60 percent of programs in 6 months).
2. To have an effect on the *acceptance* of Johnstown elder residence; specifically to *increase trust and confidence* on the benefits of the Y' services for older adults. (Have an acceptance of 70% within 6 months of the opening date).
3. To have an effect on the *action* of Johnstown elder residence; specifically to *obtain 4% membership* in the first month of the opening of Johnstown Y in

spring and have incremental growth throughout the summer and keep steady membership into the fall.

## Schools

1. To have an effect on the awareness of school officials (administration/teachers) in Weld RE-5J and Thompson County School districts; specifically to *increase their understanding* of the various youth services that Johnstown Y provides to their students (Have 10% of referrals on youth services and program sign-ups come from teachers in Weld and Thompson school districts within the first 6 months of the opening date).
2. To have an effect on the *acceptance* of school officials (administration/teachers) in Weld RE-5J and Thompson County School districts; specifically to elicit credibility on the benefits of the youth services provided in Johnstown Y (Have at least one referral from each school in the Weld and Thompson school districts in the referral section on youth services and programs within the first 6 months).
3. To have an effect on the *action* of school officials (administration/teachers) in Weld RE-5J and Thompson County School districts; specifically to *establish one* before or after school program in 12 preschools or elementary schools in the Weld RE-5J and Thompson County School district.

## Spokespeople

**Keith Williams**, Executive Director for the Johnstown Community Y and the Chief Properties Officer for the YMCA of Northern Colorado.

- Keith Williams has credibility due to his status as the Executive Director in the organization and his expertise with community facilities management in his job role. According to a Facebook post on the Johnstown YMCA Community page, "He comes with decades of experience at Ys, municipal parks and rec departments and community services. And he's one of the nicest fellas you will ever meet."
- Williams has Charisma because of his familiarity with the community and his similarity and has the potential to resonate with the elder public as he is an older adult himself. Williams exerts control based on authority. As an executive he can work with his communication team to release mass statements or personal newsletters that can reach all three parents, elders, and school officials or one of the publics through tailored content.

**Gary Lebsack, Mayor of Johnstown.**

- Gary Lebsack's credibility comes from his status and competence. He is an elected official, which means he had to convince his town why he was the best candidate to represent Johnstown and ensure its economic growth.
- Lebsack has familiarity, likability, and similarity. He resonates with our families and elders because he is a family man, a long-term resident of Johnstown. Because of these factors, people will be more willing to listen to a familiar, trusting face.
- As an elected official, he has the ability to reach a portion of locally engaged parents, teachers, and elders

**Julia Capnerhurst, Senior Program Director at YMCA of Northern Colorado**

- Her credibility is in her work experience. She has been with the YMCA for almost seven years now and is well versed in the operations in the northern community cities.
- Capnerhurst also served as the Program Director School Age Program working with in the development of youth programs at schools. The knowledge she has working with youth makes her relatable with parents as they learn about the youth services and benefits.
- She has control of the programs that will be implemented at the Y and how they are carried out. This is an essential aspect that parents care about and want to know and give feedback thus creating trust.

## Messaging Strategies

### Parents

Speaker	Summary of Message	Message Appeal Type	Example
<b>Julia Capnerhurst,</b> Senior Program Director at YMCA of Northern Colorado	The Johnstown Community Y is <i>made</i> to fit the health and wellness needs of Johnstown families.	Ethos Appeal  Logos Appeal (value proposition)	<p><i>Product and Program Names-</i> <b>“Johnstown Y Youth Community Homecoming Game”</b></p> <p>Our Y client mentioned having regional-specific programming, specifically that Johnstown families want more “traditional” youth sports coordinated by their Y like football and cheerleading.</p> <p>This program name reinforces that the services are tailor- made to fit the health and wellness needs of Johnstown families.</p>

**Elders**

<b>Speaker</b>	<b>Summary of Message</b>	<b>Message Appeal Type</b>	<b>Example</b>
<b>Keith Williams,</b> Executive Director for the Johnstown Community Y	The Johnstown Community Y has a wide variety of ways and options older adults can work on their health and wellness.	Ethos Appeal  Logos Appeal (value proposition)  Emotional	<p><i>Reiteration-</i> repetition of the wide variety of services and programs for adults can be shown in different forms such as:</p> <p>Video - Interview with an elderly community member, sharing experiences at the Y, including a voiceover with footage of older community members engaging in a variety of Y services.</p> <p>Traditional Mailing: "Hello, Neighbor! I'm Keith Williams, Executive Director for the Johnstown Community Y and I want to welcome you to the New Community Center of Johnstown. This new facility can help you achieve your health and wellness journey wherever you feel the most comfortable to begin."</p> <p>News Letter: Segmented images, one of an elder person/couple doing aquatics, one of playing sports, another gardening.</p>

## Schools

Speaker	Summary of Message	Message Appeal Type	Example
<b>Gary Lebsack,</b> Mayor of Johnstown	Encouraging Johnstown School teachers to promote student activeness in and out of the classroom.	Emotional Appeal (virtue and love)	<p><i>Salience:</i></p> <p>Video - Interviewing student's active participation outside of class through before/aftercare at school programs sponsored by the Y.</p> <p>Voiceovers of the kids talking about their projects will be laid over visuals of the pieces of artwork, homework, child-handwriting, chalk drawings, crayon and colored pencil drawings, and other artifacts.</p>

## Website & Social Media Priority Recommendations & Analysis

### Websites

- [Johnstownymca.org](http://JohnstownYMCA.org)
  - This page is effective in that it isn't information heavy, especially considering its purpose is to inform the community of Johnstown about the updates involving the development of the Johnstown YMCA. The information is brief and covers all information pertinent to the new facility.
    - Despite the town of Johnstown's website ([townofjohnstown.com](http://townofjohnstown.com)) being dated, it should be noted that they include information about the processes in the community's want in establishing the new recreational facility, a timeline/breakdown that offers behind-the-scenes look at the policial side of building the new facility, a transcript of Resolution No. 2016-04 which addresses the tax issue of this facility, as well as pictures of the construction process. Additionally, this site includes embedded hyperlinks to the YMCA's website as well as the link specific to the Johnstown page. One recommendation

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would be for the JohnstownYMCA page to include embedded links to the town of Johnstown's website for a more thorough history of the beginnings of the new facility. This is important because it allows for an exchange of information between two organizations.

- [ymcanoco.org](http://ymcanoco.org)
  - The YMCA of Northern Colorado's main page is easy to follow and from a visual standpoint, it is consistent with its color scheme that sets up for the appropriate amount of white space. It isn't too information heavy and has found balance in relaying information while visually offering photos of the people and communities it serves. Tabs with details on the services the YMCA of Northern Colorado provides are bite-sized pieces of information that only relay the facts surrounding pricing, program information, etc. and not extraneous information. It also includes embedded links to all of the YMCA of Northern Colorado's social media as well as their blog.
    - One recommendation would be the YMCA of Northern Colorado's blog on its own. What the blog gets right is that it remains up to date and therefore relevant as the most recent post was published July 1st. Additionally, it includes a comment section where viewers can ask questions or comment on the posts for increased engagement. The content of the blogs also reinforces the Y's values and principles on youth development and togetherness within communities. The blog is also effective in creating weekly posts written by a spokesperson, more specifically the CEO of the YMCA of Northern Colorado, Chris Coker. However, this doesn't come after an almost 4-month hiatus as the previous article was written on March 11th. In order to maintain consistency, the blog posts should be more scheduled.

**Instagram:**

- [@ymcanoco](https://www.instagram.com/ymcanoco)
  - What the YMCA of Northern Colorado's Instagram gets right is that it shows people and faces. It's not information heavy, but rather takes a human interest and personable aesthetic that reinforces their principles and values on community, therefore, making it more relatable and welcoming. They are active on their Instagram as their most recent post was about a week ago and it appears they update their bio to include relevant information surrounding on youth

development, health, and community. However, once again engagement remains an issue despite a 667 Follower count.

- The YMCA of Northern Colorado's Instagram account can benefit by taking advantage of all the features Instagram has to offer. This includes uploading 24-hour stories (e.g. meet the staff); creating polls or "ask me a question" stories that followers can engage in; or creating an entire highlight dedicated to the building and development of the Johnstown location.
- This page could also benefit from connecting to the Facebook pages of the YMCA of Northern Colorado and embedding hyperlinks within their Instagram posts as a way to increase engagement and expand their audience reach.

### **Facebook:**

- @JohnstownCommunityYMCA
  - Going through the Facebook page, we found that the majority of the posts were geared towards families with young children. There were posts involving videos with young children and informational posts about youth programs. One thing that was missing was posts geared towards the Y's second-largest member group, older adults.
  - We recommend having several posts of the week be dedicated to priming the elder public and sparking their interest to learn more about the Y's services. We recommend the posts have both an emotional and an informational appeal. The emotional appeal can be images or videos of older Johnstown community members talking about how they stay fit and plan to use the Y to enhance their overall wellness. If they are not active we can do a quick community member highlight with a description of how they plan to use the Y to embark on their health and wellness journey.
  - This is an important area that should be focused on given that elders make up the second-largest membership group in Colorado Y's (The Y: Investigating in our Community). In addition, Susan and Andra expressed that families alongside elders are the main publics of the organization ((2019, 00:42:52-00:42:59)). By creating posts that centered around information about the health of older adults and posts about other adults and their different journeys we are in a way trying to prime them to be more receptive to future posts that will encourage older adults to sign up for a fitness class or use the Y twice a week and so on. In other words, we want to prime them to take action. This goes back to the text's priming theory in which, "the amount of time and space that media devote to an issue make an audience receptive

and perhaps alert the audience to particular themes. This, in turn, sets standards on how people and policies are evaluated" (Smith, 156).

- @YMCAofNorthernColorado
  - The YMCA of Northern Colorado's Facebook page contains a sizeable following with 4,696 people Likes and 4,930 Followers. What's interesting about this particular platform is how they post content that is also on their Instagram and shares articles from their Blogs—and this is an effective strategy that is not found on their other platforms. Their content takes a human interest perspective, including stories about the internal workings of the YMCA staff.
    - We recommend that the YMCA of Northern Colorado not only follow the @TownofJohnstownCO's Facebook page but also tag them in their posts and share some of their content as well. This will not only increase their engagement and relationship with the Johnstown community but also expand their audience reach.

### **Youtube:**

- YMCA of Northern Colorado
  - The YMCA of Northern Colorado's Youtube account does everything right in producing content of "stories of impact, triumph, and growth" from videos about pool safety tips to brief 30-second videos of the summer camp programs. Additionally, they produce a video every 3 months with their audience engagement ranging from 30-3000 views.
    - We recommend sharing these posts to their other social media sites and creating a web of interconnected content that allows people to receive consistent messaging across all platforms.

### **Twitter:**

- @YMCANOCO
  - The YMCANOCO remains up to date on their twitter with not only a healthy amount of activity every week but also a healthy distribution of posting their own content as well as retweeting/ resharing posts from their national organization and local organizations/ representatives such as Chris Coker and Susan Coker. Content wise, there is a variety of ways in which media is used whether that be through links to articles, highlighting what goes on in regard to the internal workings of the Y, human interest stories, etc. However, despite this, there is little engagement/ impressions despite a 964 Following count.

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- One recommendation would be for the Y to include more interactive posts on their Twitter by utilizing polls creating original and consistent posts, and most importantly, offering sneak peeks and/ or more information on the developments of the Johnstown YMCA location.
- It should also be noted that the YMCA of NoCo is not following the town of Johnstown's local paper @TheJohnstownBreeze. While this is a more niche audience this is important as it will allow for both organizations to not only expand their audience reach but allow for a relationship of reciprocity by each organization sharing and retweeting posts relevant to the Johnstown YMCA.

### **Survey questionnaire : <https://forms.gle/Y8Ahuo3iE63VZM9t8>**

The screenshot shows a survey form with a light orange header and footer. The main content area has a white background with orange vertical bars on the left and right sides.

**Johnstown YMCA Service Value Survey**

With the Johnstown YMCA opening in May 2020, we are collecting as much information and feedback to ensure we are tailoring our services and experiences to the residents of Johnstown.

\* Required

**What is your age? \***

Under 18  
 18-25  
 26-39  
 40-54  
 55-70  
 70+

**What is your ethnicity origin? \***

White  
 Hispanic or LatinX  
 African American  
 Native American / Indigenous  
 Asian Pacific Islander

Which media platforms are most accessible to you?

Online: Websites, Social, Podcasts  
 Broadcast: T.V, Radio  
 Print: Newspapers/ Magazines  
 Other: \_\_\_\_\_

Which media platforms do you trust the most to use? Check all that apply.

Online: Websites, social, podcasts  
 Broadcast: T.V, Radio  
 Print: Newspapers/ Magazines  
 Other: \_\_\_\_\_

Based on the previous question, why do you trust the checked media platforms above?

Your answer \_\_\_\_\_

What media platform do you engage with most often in a day and for what purpose?

Your answer \_\_\_\_\_

What youth, health, or social aspects are missing in the community that the Johnstown Y can incorporate?

Your answer \_\_\_\_\_

**SUBMIT**

## Tactics

The messaging tactics we will use is a combination of interpersonal communication tactics, organizational tactics, news media tactics, and advertising and promotional tactics. We will package our tactics by public, be it that our three publics have distinguishable objectives and demographics. We will use the same tactics across all publics, but change the messaging according to which public we will be addressing. There will be some crossover between which audiences we are talking to based on mutual interests and the distinction will be most obvious in email marketing and advertising. Below is a summative chart of communication tactics, and following that is a detailed description.

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<b>Tactic</b>	<b>Publics</b>	<b>Short description</b>	<b>Type of Tactic</b>	<b>Frequency</b>	<b>Tie into Objective</b>

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<b>TOURS</b>	Teachers, Seniors, and Parents	A tour of the facility will be given on the Grand Opening Celebration to attending guests. Tours will be given by appointment prior to the grand opening as well.	Interpersonal	This will occur closer to the event date, and by appointment maximum of two weeks prior to the Grand Opening and the last time will be on the Grand Opening Celebration.	The tours will serve as another way to introduce the YMCA to both parents (especially those involved in the PTA) and seniors. They will be allowed to tour the facility while accompanied by an employee who can explain exactly what is available in each area. The attendees will be allowed to ask questions and offer any constructive criticism they would like. This makes the experience more immersive. Due to the openness to criticism, we hope patrons will be pleased that we are considering their words. The tours will also include brochures for added ease of understanding.
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<b>REPRESENTATIVE SPEAKING WITH TEACHERS</b>	Teachers	Representatives of the Y would sit in on faculty meetings where a faculty member might allocate time for the representative to talk about the Y and its services—similar to a guest speaker	Interpersonal	The frequency here will be pulsing as well. This will have the representative maintaining contact that way we can keep the teachers involved—and constantly updating us on interest in afterschool activities at their locations.	This is a great way to involve the teachers using a face to face interaction. The teachers are incredibly important to the entire experience because they will interact with both parents and students. If we have them to promote as well, we could gain another way to promote the establishment. To make it more appealing for teachers, we will offer discounts depending on how many people sign up from their referral. We will also offer a reward to schools that have a high level of after school activity participation. A grant will be given to the school to help with school computers, equipment purchase, and other school related expenses.  (See Appendix for more details)
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<b>DISCOUNTS</b>	Seniors, teachers, parents.	<p>Senior discount days will be held twice a month to promote senior attendance, and offer discounts on day passes or a specific wellness and fitness class for that day. To maximize this we will be targeting senior living homes in the area.</p> <p>Incentives for teachers are \$500 rewards given to the top 3 schools with the most children enrolled in after school care.</p> <p>Discounts on after school programs will be given to parents with work schedules that go beyond a regular 9-5.</p>	Promotional	<p>Continuous frequency will serve this tactic best because this will consistently invite the seniors to join us at the establishment. Having a constant deal going on for seniors will make it more appealing, especially for groups since they receive a discount for that, as well.</p>	We want to make sure the seniors know that we have not forgotten about them. We will offer discounts for seniors, especially if they are coming in groups. We want to make sure they have a place to congregate safely and we want to promote large numbers for interaction purposes.
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<b>AD IN LOCAL NEWSPAPER</b>	Seniors, Teachers, and Parents	Catered ads featuring a model of the targeted public (See Appendix A). When targeting parents, visuals will include families together and children. When targeting elders, older people will be shown in ads.	News	Continuous frequency fits this tactic well because we need to have someone featured in the newspaper consistently that way just about any of the children will have a chance to be featured and that will push more competition.	The Johnstown residents are very interested in their newspapers, so we found that this was a great way to reach many of the residents as well. We understand that this is an important resource to the residents and want to make sure that we acknowledge that. We could use the newspaper to highlight notable or "important" successes. This will help to further push connection with the community since we are featuring familiar faces.
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<b>YOUTUBE VIDEO</b>	Seniors, Teachers, and Parents	This is an organizational tactic to help spread a message and awareness.	Organizational	The pulsing will be used for the videos because we will release videos depending on the need. For example, if we have a campaign that could be bolstered by the video, then we will take advantage then, but Youtube videos will not be our main focus.	We will have a YouTube video modeled after the "Idle Hands" promotional video that the Y previously created. We want to make sure the spot points out that children will have a place to go that is safe, productive, and inclusive. We will share the video on social media. This will give us free advertisement on multiple fronts.
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<b>SOCIAL MEDIA</b>	Seniors, Teachers, and Parents	This is an organizational tactic aimed at stimulating interaction and response from followers.	Organizational	Pulsing and continuous scheduling works well for social media because continuous social media posts will allow for constant interaction with our followers and keep us in their mind over time. This will also work in our favor when we do want to undergo big changes or make big announcements. We can ramp up the ads and posts when necessary to garner more attention.	Social media will offer a great way to advertise, reach a large sum of people quickly, and with a potentially low cost. Currently, social media is one of the most popular vehicles for promoting a brand and we are taking advantage of that.  ( See Appendix A and B for examples of social media posts)
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<b>GRAND OPENING</b>	Seniors, Teachers, and Parents	This is an organizational tactic that will serve as an official look at what the Y has to offer.	Organizational	Flighting scheduling will work best here. At the moment, we are only planning to have one grand opening for this location. Of course, there will be other locations in the future, but there is only one grand opening planned for the Johnstown location.	The grand opening will serve as one of our major promotional strategies. It will offer the chance to make the opening a festive. We are including invites, on postcards, with an image of the building layout.  (See Appendix C for an example of the invitation)
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## Initiatives on Parents

**Interpersonal** communication tactics that will be used with parents include educational gatherings with parents and the Y staff, directors, and program coordinators to discuss topics such as financial aid and program specifics. Parents will also be invited to participate or observe town hall meetings and policy-setting agenda meetings involving the organization and the city of Johnstown. These meetings will occur quarterly, as will their associated organizational communications. Special events will be held to increase a positive, trusting relationship between the Y and Johnstown residents, and can take place 3-4 times a year centered on holidays or town special events such as the Johnstown BBQ. Parents will be invited to attend via email notifications, flyers available at the YMCA,

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posters displayed at the Johnstown Town Hall, and flyers available at PTO meetings at schools in Milliken and Thompson school districts. These tactics overlap with our school administrator and teacher demographics in this instance and may attract this public to these events as well.

The Grand Opening of the Y at Johnstown is a special event that will target the parent demographic, as well as our other two publics of seniors and school administrators. A civic event such as a big opening day that will include games, swimming, food, music, and other activities is an interpersonal communication tactic that will open a dialogue between the YMCA staff, directors, and program coordinators and the townspeople. This event will allow the Y to establish a relationship with its constituents. Interpersonal tactics such as these listed will help the Y of Johnstown to achieve **awareness** and **acceptance objectives** related to parents, with some overlap to teachers and elders as discussed.

Educational gatherings held with the parents of children in Weld RE-5J County and Thompson school districts will familiarize them with the youth and adult services offered by the Y of Johnstown, working in alignment with the awareness goal. By practicing transparent communication and inviting parents to town hall meetings and educational gatherings these tactics help us achieve the acceptance objective associated with parents to establish trust and satisfaction with program offerings, and the organization as a whole.

**Organizational** communication tactics used to reach parents will include a combination of email marketing, social media posts, both paid and unpaid, direct mailings, general publications such as brochures, flyers, and annual reports, digital

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media such as blog posts and newsletters on our website, and video media posted on YouTube. Parents will receive email marketing notifications on upcoming sports program enrollments, announcements of afterschool programs in Weld RE-5J County and Thompson school districts, promotional offers, and invites to special events such as the Grand Opening. Email marketing frequency will be bi-weekly and include necessary updates to those enrolled in programs, current and past members, and parents with kids in Weld County and Thompson school districts. Social media posts will include updates about upcoming programs, pictures, and captions of the kids' daily activities in sports, camps, and after school care. We will post on Facebook primarily, since that is where our constituents are for the most part, and no more than 3-4 times a week so we don't oversaturate their newsfeed. Paid social media posts will most likely center on program sign-up dates about to open and those promoting healthy family living values, or highlighting a community member's achievements. Paid social posts will be about half, or under half, of the number of organic posts. Direct mailings will include postcards with promotional deals and invitations to events such as the Grand Opening, and be sent out once a month. Video media posted on YouTube includes videos featuring children in afterschool care talking about the things they learn while there, sharing their activities and projects, and framed using emotional appeals targeted toward parents. Digital media will include blog posts centered on the activities of children, children programs, and thought pieces by staff or directors.

These organizational communication tactics directly serve our **awareness objective** by informing parents about program benefits, details, sign-up dates, financial assistance options, and other YMCA facility and organizational information.

By having access to the information in these tactics, they can begin to familiarize themselves with the kinds of programs we have available. They can become familiarized with the information through repetition, a strategy known to be necessary for message recall. Storytelling in our blog and social media posts will increase acceptance of our messaging and organization by utilizing emotional appeals. Posts about financial assistance will contribute to completing **acceptance objectives** by use of rational appeals.

We also plan on reaching parents via **advertising** and **promotional tactics** as well. We will advertise in the *Johnstown Breeze* with images displaying children and families engaging in physical activity, and children enrolled in after school care programs to reinforce healthy family values and proper childcare values for busy parents. We will also display ad copy as part of paid social media posts. Advertisements concerning the Grand Opening will be featured in the *Johnstown Breeze* as well. Digital advertising will include the "Idle Hands" YMCA advertisement, running continuously on YouTube from January to May 2020, and to play before the videos our target audience watches, regardless if it is a YMCA video or not. Using Google Analytics and Google Adwords, when someone visits the YMCA YouTube channel or website, their cookies will be used to inform Google Adwords to play that advertisement before any video they watch on YouTube. It won't play as every advertisement, and that is contingent upon the advertising algorithms for YouTube for the individual viewer. This video relies on emotional and rational appeals to target parents and makes them think about what their kids might be doing during the summer, for example, if they are left to their own devices, and consider a summer camp or after school sports program during the school year.

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Additionally, parents who work an unconventional schedule can apply for an after school care discount, or receive free care if they are physically unable to pick up their child when school is let out. This discount can also apply to parents in professions that require “on-call” hours.

We will pursue **earned media** coverage as well by sending press releases to *Johnstown Breeze* media contacts with pitches centered around the achievements, activities, and events of the children in our programs. These will likely be picked up by the media so long as we remember to center on events that are in the interests of parents, the interests of the newspaper, and subtly include information about the organization, or information that falls in the category of strategic news. One example is an announcement release (Appendix C) we can send to this news outlet is one stating the date, time, and activities of the YMCA Grand Opening Day event. This is a newsworthy topic for a small town because: it is a free community event occurring in the warmer months of the year, provides weekend fun for families and citizens of the town, is in the interests of the newspaper because it provides community information, and is in our organization's interests for promotional purposes. We will also submit story memos to the *Johnstown Breeze* and include pictures and quotes about notable feats achieved by children in the community enrolled in the Y after school programs, sports activities, or some other program in the Y. This will be a story piece that we will try to achieve as a regular monthly news piece and can act as earned media while promoting the Johnstown Y. Earned media tactics achieve **acceptance goals** because they promote the Y of Johnstown subtly while highlighting favorable stories that increase the organization's

reputation and credibility, in turn increasing the audience's trust and faith in the organization.

## **Initiatives on Schools**

**Interpersonal Communication tactics** for teachers, we have identified, will most likely overlap with tactics we have outlined for elders and parents. This would include educational opportunities such as town hall gatherings and having representatives from the Y visit the schools, more specifically their PTO meetings, as information sessions for teachers and administrators to learn more about internal structure and organization of the Y. On the other hand, workshops for teachers, coaches, and Y program coordinators could be implemented when learning about and coordinating youth sports programs that coincide with the school's sports schedules and the Y's program schedules. Tours would also fit in this category as teachers might use that opportunity to take students to visit the facility to incite interest and awareness regarding youth sports and programs. The main purpose behind these tactics is to increase face-to-face and in-person communication to build trust and understanding while also increasing the possibility of spreading the Y's messages through word-of-mouth, fulfilling the **acceptance objective**. As we have learned, people are more likely to trust others like them versus representatives of an organization because of assumed organizational bias. The frequency of these interpersonal tactics would be pulsing, using progress reports as a basis for maintaining communication between the Y and the schools. We would want the Y to maintain contact with the schools but not too frequently. This would entail monthly check-ins that would focus on relationship building and

figuring out ways these institutions could better benefit each other whether that be working toward implementing after school programs or even having staff meetings as an update for changes happening within the Y.

We want to focus primarily on **interpersonal** and **promotional** tactics for teachers but it should be noted that one **organizational** tactic we felt was necessary to include was having brochures available throughout the schools. These brochures could provide details on youth sports coming up for the fall or winter months, for example, or on the summer camp programs toward the end of the school year in May. These brochures would be in areas where there is a lot of parent/ teacher/ administrator traffic such as the main office/ principal's office, teacher's lounge, or even in classrooms.

Finally, for **advertising** and **promotional tactics**, we have identified a multitude of methods from social media, advertising, and incentive programs to promote engagement amongst the schools. Social Media and advertising are similar in their promotional efforts because it would mostly entail placing ads where teachers and administrators could see it. In local media outlets such as *The Johnstown Breeze*, teachers and administrators might have access to this publication as they might be available in high-traffic areas in the schools or having it come through in their daily mail. Social media would work in this manner as the Y's house ads could be posted to the Thompson and Weld RE-5J County School Districts Facebook pages. When thinking about the fact that these teachers and school administrators might also have kids it only increases the opportunities for engagement and awareness.

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Concerning our incentive programs, we realized that were asking "what could the schools do for us?" versus "what can the Y do for the schools?" Looking at promotional efforts, to make it more appealing for teachers, we will offer membership, program, or class discounts depending on how many parents signed their students/kids up for Y programs from their referrals. We would also offer a \$500 reward to three schools that have the highest levels of after school activity participation and give out grants to said schools to help purchase computers, books, equipment, and other school related expenses. This particular tactic will be a one-time occurrence to set up after school care programs for Johnstown. The other promotional tactics will also be pulsing. Additionally, the infrequency of the incentives for discounts for teachers will increase participation as any teacher has the opportunity to receive these benefits. For Social Media and advertising a pulsing frequency only complements the fact that these programs and classes available at the Y are seasonal. Constant promotion would be ineffective as the Y has a variety of services they exchange out month-to-month for its publics.

### **Initiatives on Elders**

**Senior Discount Days** are days that the Y will dedicate to Johnstown elders and provide them with discounts on either day passes or a specific wellness and fitness class for that day. Implementation of Senior Discount Days will be fully maximized by inviting senior group organizations or a group of seniors from a senior living center to participate in a wellness and fitness day at a group discounted price. This tactic will have a continuous schedule, occurring one day of the month.

**Pre-opening Tour Week** is a week-long event where the Y will open its doors to the public a few weeks before the grand opening date to give the publics a peek of what the facility will look like and the types of services and amenities it will have. This tactic is an interpersonal tactic geared towards parents and elders to invite them into an in-person informational event and encourage dialogue about the new community space.

**Social Media Community Posts** are ultimately going to be Facebook posts that highlight community members and their health and wellness journey with the Y. Specifically, these posts will focus on the stories of elder community members no matter where they are at in their health journeys with the Y. These posts are meant to encourage prospective elders to learn more and potentially get involved with the Y's services and programs. This overall tactic is an organizational tactic in which the Y will use its Facebook business page to have control and creative freedom over its messages to elders. These posts will be continuous, being posted at least once a week to ensure there is an equal outreach being done online.

To begin introducing elders to the Y and its services, Social Media Community Highlights will be used to help achieve our awareness objective. This tactic will indirectly discuss the benefits that the Y provides by highlighting an elder community member who is looking to continue or begin their health journey with the Y. Through this highlight post, elders will talk about whatever excites them about using the new facility and thus increase the awareness of prospective viewers about how other elders are benefiting from the Y's services.

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While Social Media posts will help achieve our awareness objective, Senior Discount Days and Pre-Opening Tour Week will help our efforts to achieve the acceptance and action objectives. These two tactics are interpersonal tactics that will allow Y staff members and elders to connect and talk about the benefits that the Y provides on a one-on-one, in-person level. Specifically, these tactics will help us achieve our awareness, acceptance, and action objectives. By having elders visit the Johnstown Y, they are gaining knowledge of the different amenities and services that the Y provides thus increasing their awareness and understanding as set out in the objective. These interpersonal tactics will also play a crucial role in helping us gain the trust and confidence of Johnstown elders. By having immediate access to Y representatives, Johnstown elders can have two-way communication where they are intaking information and in turn, can provide their understanding and feedback on the programs and services. Attentive listening and engagement with our elder public on these occasions will help generate trust and confidence set in our objective. With the trust and confidence that is built through these tactics, we hope this will lead elders to action and have them return to the Y and therefore have an increase in elder membership.

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## Gantt Schedule and Budget link:

[https://drive.google.com/file/d/1q22Gse\\_bm7jQoe3Kzg3TzT5QcdzpWWnd/view?usp=sharing](https://drive.google.com/file/d/1q22Gse_bm7jQoe3Kzg3TzT5QcdzpWWnd/view?usp=sharing)

2		Details	January	February	March	April	May
3	<b>Grand Opening Events</b>	Pre-opening events and day of opening events including programs into the rest.					
4	Email	Sent to parents, administrators, and older demographic for 2 weeks ahead of.					
5	Social Media	Post content 3-4 days a week, plan content with Hootsuite.					
6	Invitation	Printed invitation to grand opening day to parents, administrators, and others.					
7	Traditional media	Media placement in local newspapers discussing event details. Shooting for.					
8							
9	<b>Personal involvement</b>						
10	Meetings	Quarterly meetings between staff and town council members, public affairs.					
11	Workshops	Workshops for school administrators/teachers, coaches, new Y.					
12	Holiday events	Special events for winter holidays, fourth of July, New Years, etc.					
13							
14	<b>Media Relations</b>						
15	Press Release	Monthly press release sent					
16	Story Pitch	Quarterly story pitch idea, varying forms of email pitch, video, R-roll, media kites.					
17							
18	<b>Digital Marketing/Storytelling</b>						
19	Email	Monthly video/photo/text social and digital media story.					
20	Paid social media	Updates on program sign-up opportunities, special events.					
21	Organic social media	Paid posts to boost audience reach					
22	Website	Post to YouTube channel, share on Facebook and other social.					
23	Newsletters	Write blog posts					
24							
25	<b>Direct Mailing</b>						
26	Postcards	Miscellaneous postcards with promotional deals targeted toward.					
27							
28	<b>Advertising</b>						
29	Electronic	Computer media ads running on Johnstown residents' YouTube based on.					
30	Sponsored content	Sponsored content centered on financial aid recipients' stories (for example) and.					
31	Print	Ads in print newspapers such as					

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## Budget

	Link to estimate	Staff	Materials	Email Marketing	Paid Social Media	Traditional Media	Equipment	Food/Water	Venue	Misc.	Subtotal
<b>Grand Opening</b>	(Equipment - http://Line notes	0	\$200 Amazon Decorations + \$169 Postcard Invitations	\$50 Essentials plan on Mailchimp @ 9.99/mo for 5 months (gives us 3 audiences and 50,000 contacts)	\$60 <a href="https://blog.hootsuite.com/how-does-facebook-boost-posts-work/">https://blog.hootsuite.com/how-does-facebook-boost-posts-work/</a>	\$245 Johnstwon Breeze Ad	\$200 Rented Chairs and Tables	\$1,500 Catered Food			\$2,255
<b>Youtube Ad</b>	<a href="https://influencer">https://influencer</a>	0	0			\$20 Youtube Ad	0	0			\$20.00
<b>Pre-Opening Tour</b>	Booklet - https://Line notes	0	\$499			0					\$499.00
<b>Social Media Posts</b>			- Brochures/Booklets			\$20 Facebook Page/Post Promotion					\$20.00
<b>Senior Discount Days</b>	Shirts: https://wv Line notes	0	\$2,244 SWAG	1500							\$2,244.00
<b>School Administration Incentives</b>			The first three schools to reach a TBD target afterschool care sign up goal will receive \$500 for school supplies	2,244							
<b>Guest Speaking Event at PTO</b>			Same SWAG budget for the top			Mass Email Outreach - Same cost listed for Grand Opening (this doesn't have to be written here, we'll be paying on a monthly subscription to cover all emails I'm pretty sure)					Total: \$8,781.95

The focus on measurement should be on **exposure metrics**, meaning how the Y exposes its messages to its publics, **influence metrics** to measure engagement impact on our key publics' perceptions and attitudes, and **action metrics** to see how our publics act on our messages. Because we are disseminating information through different platforms and media outlets, exposure metrics will help in the evaluation process because these platforms and outlets serve different purposes for different audiences. As a result, we can see how our messaging efforts worked well or didn't work well with these publics. Exposure metrics works hand-in-hand with measuring awareness objectives as media coverage and calculation of media impressions would show a correlation between what social platforms and media outlets garner the most impressions if we were to cross-promote our

messages. For example, native social media insights such as Facebook Insights provides business pages with analytics such as page views, shares, impressions, media engagement by clicking on the post, video, or image. Influence metrics also works in measuring awareness through post- campaign awareness surveys as well as measuring acceptance objectives through post campaign attitudes or opinion surveys (i.e. the Grand Opening). These events not only foster engagement but we could also decide whether or not to put on events like these in the future, make changes to the internal and external structure of these events for the future, or choose not to do an event altogether. Finally, action metrics coincide with the results found in action objectives as we could see how many people signed up for programs, classes, and/or memberships from the beginning of the Y's opening to one year the opening.

## Evaluation Plan

Segueing into the timing aspect of this evaluation process, the idea of having **implementation reports, progress reports** and a **final or summative report** seemed the most feasible. These processes all lead into an aspect of research design which the most practical strategy we identified was having an **after-only study**. Implementation reports are effective in measuring long-term campaigns such as the grand opening because it can document how this program tactic was carried out from the beginning (i.e. media coverage building up to the event, pre-opening tours) to the day of the event. Progress reports, on the other hand, allow for modifications which would be effective for tactics related to the schools as representatives can maintain communication with teachers and administrators regarding youth sports, summer programs, or work together in developing a

system for after school care programs. A final or **summative report** will provide an evaluation of how well tactics were achieved and that could be demonstrated through annual reports of how we increased engagement and awareness for parents and elders. The report will include details of membership, program, or class enrollments in a one-year benchmark measurement. Finally, for the after-only study, because the Y has a plethora of tactics we identified below—tours, incentive and/or discount programs, producing social media content, or having advertisements—at their disposal we can keep documentation of each of those tactics' impacts related to attendance of tours, purchases of memberships, or audience response and engagement and social media.

As for evaluating the objectives, we identified our first metric as **message recall** for our publics. More specifically, pulling from our tactic of having advertising through local publications such as *The Johnstown Breeze*, this could be useful through administered surveys where we can determine how well our publics received our message. For acceptance, **audience feedback** could be used in gauging website traffic and calculating media impressions on all of our social media platforms. Going into further detail for website traffic, we could use Google Analytics which provides graphs, tables, and charts on user demographic information per page, bounce rate, time, number of sessions, and exit and entry points. A **benchmark study** will be implemented for comparing programs by both the starting levels of interest or positive attitudes as well as outcomes of the same program during a previous year or cycle. In these situations, we thought of looking at programs we introduced for children/students, parents, and elders in the first year of opening the Y versus 5 years after the opening and measuring the interest

levels and attitudes toward these programs. However, surveys can also be used in a benchmark study to record attitudes parents have before the implementation of our communication outreach campaign and then after to see if the tactics were successful in formulating trust and satisfaction.

**Message exposure** allows us to look closely at exactly how many constituents our messages are reaching via different communication channels. For example, all email communications sent out to target parents to inform them about upcoming programs, events (including grand opening event), sports registrations, etc, could be tracked by MailChimp. This application allows you to organize email lists, one of which we can group as "Thompson Parents" and another titled "Weld County Parents." We can then draft an email communication directly on MailChimp with templates provided on the application, or upload a design, then use it to send the email at a scheduled time. After the emails are sent, the program provides data insights by number of opens, number of links clicked, number of downloads (if you have attached a document), and other metrics. We can even segment the audience by location and receive insights on how a certain email campaign performed compared to the same or another one by geographic location or use the open rate to evaluate email communication successes as a whole.

Finally, in evaluating action objectives, **audience participation** is a method we can use to obtain quantitative data on membership with the metric being a simple tracking of memberships. For example, we can estimate the parent population that has young children and calculate what 5% of that population is. Then, the number of parents registered for a membership can be tracked and

recorded each week until the end of the month and then be compared with the calculation.

## Appendix A

Stand-alone piece/ad copy/image for a social media post targeting an older demographic. Unfortunately, it should be noted that ad images featuring older folks were not available because adobe stock requires purchase for better photos. The people featured here are not of the age range we would like to feature to represent our demographic. The image below the branded image is more accurate.



## Appendix B

Depicted is an example of the social media post that we would use to highlight a few successes that our members have experienced. It will include examples of real life people and a list of their accomplishments at the Y. An example here is Kenny Lee, a senior beginning his health journey with the Y (Below).

The image shows a Facebook post from the "Johnstown Community YMCA" page. The post features a profile picture of the YMCA logo and a main image of a man named Kenny Lee flexing his biceps. The caption reads: "Meet Kenny Lee, long-term Johnstown resident! He is excited to begin his fitness journey at the Y next May. You too can join Kenny and begin your health journey with the help of the incredible benefits that the Y will soon provide for Johnstown elders! Visit our website to learn more!" Below the post, there is a "Page Transparency" section, a "Related Pages" section listing "Town of Johnstown, C...", "Glenn A. Jones, M.D. ... Library", and "Johnstown Milliken Ch...", and a language selection menu.

## Appendix C

This is the first image of what we are expecting for the design of the invite. We will include the anticipated start date for the grand opening and offering an idea of what to expect there. This includes: food, music, games, and a day of free amenities. The building is displayed as well to add to the visual. There is also a link to our website that is also included if any recipients would like to see our website and potentially purchase a membership.



## Appendix D - Grand Opening Celebration Press Release



### The YMCA of Johnstown Sets the Date for the Grand Opening Celebration

The citizens of Johnstown, Colorado are invited to meet the Y's facilities and staff, enjoy activities, games, food, and music.

**Johnstown, CO, August 4, 2019** - Following an organizational planning meeting with the board of directors and Johnstown City Council, the Grand Opening Celebration date has been set to Saturday, May 16, 2020. Representatives of YMCA of Northern Colorado, town councilmembers, Adolfson & Peterson Construction, LaCouture Inc. Construction Consulting, and Perkins + Will, gathered to present an updated completion timeline for the YMCA of Johnstown facility, culminating in the announcement of the Grand Opening Celebration date.

Johnstown residents are invited to enjoy the YMCA's facilities from 10 AM to 3 PM, on Saturday, May 16, 2020. Included amenities that will be open and free to the public during the event include the leisure pools, slides, diving boards, splash pads, sauna and steam rooms, the fitness center, basketball gym, indoor running track, and multipurpose fields. Free tours will be scheduled every half hour for interested event-goers.

Located on the multipurpose fields, guests can find local music, catering from two local restaurants, bounce houses, face painting, and other games and activities. Arapahoe Rental will be donating canopies, tables, and chairs. Adult meal tickets will be \$7, Senior meal tickets will be \$6, and child meal tickets will be \$4, and can be purchased upon entry or near the food vendors. The music stage will have performances from a local band from 11AM-2PM.

As a leading non-profit that focuses on youth development, healthy living, and social responsibility, the Y of Johnstown and associated staff look forward to getting to know the Johnstown community residents and building a strong, trustworthy relationship.

#### About the Y

"The Y is one of the nation's leading nonprofits strengthening communities through youth development, healthy living and social responsibility. Across the U.S., 2,700 Ys engage 22 million men, women and children – regardless of age, income or background – to nurture the potential of children and teens, improve the nation's health and well-being, and provide opportunities to give back and support neighbors. Anchored in more than 10,000 communities, the Y has the long-standing relationships and physical presence not just to promise, but to deliver, lasting personal and social change." - [ymca.net](http://ymca.net)

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