



Communication Plan for Albany Parks & Recreation Strategic Planning and Cases

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About SCI

The Sustainable Cities Initiative (SCI) is a cross-disciplinary organization at the University of Oregon that promotes education, service, public outreach, and research on the design and development of sustainable cities. We are redefining higher education for the public good and catalyzing community change toward sustainability. Our work addresses sustainability at multiple scales and emerges from the conviction that creating the sustainable city cannot happen within any single discipline. SCI is grounded in cross-disciplinary engagement as the key strategy for improving community sustainability. Our work connects student energy, faculty experience, and community needs to produce innovative, tangible solutions for the creation of a sustainable society.

About SCYP

The Sustainable City Year Program (SCYP) is a year-long partnership between SCI and one city in Oregon, in which students and faculty in courses from across the university collaborate with the partner city on sustainability and livability projects. SCYP faculty and students work in collaboration with staff from the partner city through a variety of studio projects and service-learning courses to provide students with real-world projects to investigate. Students bring energy, enthusiasm, and innovative approaches to difficult, persistent problems. SCYP's primary value derives from collaborations resulting in on-the-ground impact and expanded conversations for a community ready to transition to a more sustainable and livable future.

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About Albany, Oregon

The city now known as Albany has an established history as a central hub in the Willamette valley. Founded in 1848 and incorporated in 1864 the city has served as the Linn County seat since 1851. Albany's unique place in Oregon's history is exemplified in its dedication to historical preservation. Albany is often noted to have the most varied collection of historic buildings in Oregon. Its "four historic districts are listed in the National Register of Historic Places by the United States Department of the Interior." This downtown core has served as the center of revitalization efforts since 2001.

Located on the Willamette and Calapooia rivers Albany spans both Linn and Benton counties. With a population of 51,720 people, Albany is Oregon's 11th largest city and the second largest city in Benton County. Albany is administered under a home rule charter, adopted in 1957 establishing a Council and City Manager model. The city's vision, to be a "vital and diverse community that promotes a high quality of life, great neighborhoods, balanced economic growth and quality public services," is exemplified by its administration and government. Albany has a very active civic community with nearly 100 citizens serving on advisory commissions and committees dedicated to municipal issues.

Historically, Albany's economy has relied on natural resources. As the self-styled "rare metals capital of the world," Albany produces zirconium, hafnium and titanium. Major employment sectors include "wood products, food processing, and manufactured homes." Because of its short, dry temperate growing season Albany farmers excel in producing specialized crops like grass flower and vegetable seeds, "tree fruits, nursery stock, nuts, berries, mint and grains." Albany and the surrounding (Linn and Benton) counties are so agriculturally productive it is often called "The Grass Seed Capital of the World."

Albany's central location and mild climate has made it a popular destination for a variety of outdoor and leisure activities. Located in the heart of Oregon's most populous region with the Pacific coast to the west and the Cascade Range to its east, Albany is connected to the wider state by Interstate 5, Oregon Routes 99E and 34, and US Route 20. The city is also served by Amtrak, a municipal airport, and a local and regional bus network.

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This report represents original student work and recommendations prepared by students in the University of Oregon's Sustainable City Year Program for the City of Albany. Text and images contained in this report may not be used without permission from the University of Oregon.

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Executive Summary

The City of Albany's Parks & Recreation Department (P&R) worked with public relations students at the University of Oregon to find solutions to increase community engagement and improve trust among Albany residents. The following report includes recommendations from five different plans created by student teams during the academic term, with each team developing solutions to increase community engagement in the City of Albany. Separated into individual team projects, this report includes strategies and tactics for social media, strategic partnerships, event planning, media relations, promotional materials, and content creation as tools for increased community engagement and trust.

By targeting various publics, including children, adults, senior citizens, and the Latino community, Albany P&R has the opportunity to increase community engagement and public trust.

Introduction

For the J453 Strategic Public Relations Planning and Cases course, students collaborated with P&R staff to develop a strategic communication plan to improve community engagement and increase trust of Albany residents, especially among underrepresented publics. At the beginning of the term, Ed Hodney, Albany Parks & Rec director, and supporting staff members educated students about the strategic issues facing P&R. Students also conducted secondary research to gain a deeper understanding of Albany and its residents. Students used this information to write reports on how to implement various strategies and tactics to increase community engagement and trust.

This report includes five different plans developed by student teams during the academic term. It begins with a history and background section followed by the individual plans separated by team. Each individual report includes a goal statement, list of target publics, objectives, strategies, and tactics. Each team focused on different aspects of the strategic issue and therefore developed different strategies and tactics to address those key issues. Target publics include the children, adults, senior citizens, and the Latino community.

The five plans represented in this inclusive report describe strategies for social media, strategic partnerships, event planning, media relations, promotional materials, and content creation as tools for increased community engagement and trust.

History and Background

Albany Parks & Recreation (P&R) enhances the quality of life for residents by providing enriching and diverse recreational opportunities. The department's staff are in charge of various tasks including: Taking care of parks, creating curb appeal, developing programs, and putting on events throughout the year. The City of Albany has 35 local parks as well as a local Senior Center, a community pool, and nine walking trails, all of which are managed by P&R. The department also manages 354 acres of parks in the city, 1,200 acres of federal and state land, and serves a population of 51,720 people. As the population of Albany continues to expand, P&R's goal is to create a more inviting and unified city. As a way to bring the community together, P&R wants to connect with a greater audience and provide classes and events that will appeal to the majority of the residents.

The department partners with many local organizations and agencies to bring programs, events, and services to Albany residents. One of most popular events in Albany is River Rhythms, which takes place over six Thursdays during the summer. This yearly event features nationally recognized artists that perform at Monteith Park. The event is free to the public and attracts around 60,000 people over the course of the six weeks. A newer event is Festival Latino, designed to celebrate Latino culture and broaden awareness of the Latino community to increase inclusiveness. Other popular events include: Summer Sounds Concert Series, which is four consecutive Mondays in the summer, and the Northwest Art & Air Festival where they celebrate creativity, entertainment, and flight.

P&R also offers a wide variety of classes, workshops, and activities that are highlighted in a quarterly magazine titled *Activate!* Classes are concentrated around several age groups including children, adults, and senior citizens. The topics of classes are also diverse, including aquatics, recreational sports, outdoor programs, trips, and tours. Classes are typically focused on creating, doing, or learning something while workshops are more lecture-based. Classes offered by P&R have a fee, while workshops are free to participants.

The city's future is changing as Albany's population continues to grow and age. To provide recreational opportunities for the entire community, P&R needs a strategic public relations plan that focuses on increasing community involvement for people of all ages, economic backgrounds, and ethnicities. Ultimately, this will expand accessibility and quality of life to its residents.

Report One

“To increase community engagement and inclusion among all target publics”

Target Publics

- Latino Community
- Children (K-5)
- Adults (25-40)

Objectives

1. To have an effect on acceptance among the **Latino community**; specifically, to increase interest in P&R programs to 40 percent over the course of 12 months.
2. To have an effect on action among **Albany children**; specifically, to increase attendance at P&R classes by 50 percent over the course of 12 months.
3. To have an effect on action among **Albany adults**; specifically, to increase attendance by 25 percent at P&R trips, tours, and classes over the course of 12 months.

Objective One

To have an effect on acceptance among the **Latino community**; specifically to increase interest in P&R programs to 40 percent over the course of 12 months.

Strategy 1:

To accomplish this objective, we recommend a bicultural communications strategy focused on promoting secondary languages (in this case Spanish) in addition to English on all media channels. This strategy will allow us to connect with the percentage of the population that is primarily Spanish-speaking.

Tactic 1. Utilize social media efforts to promote and spread awareness of the city's bilingual website on Facebook and Twitter.

- Send out Tweets and Facebook posts promoting the availability of Spanish language resources on the P&R website.

Tactic 2. Utilize resources from the Hispanic Advisory Committee (HAC) and the Human Relations Commission (HRC) to create more authentic bicultural translations.

- Hire a member of one of these organizations as a translator to elevate the website from bilingual to a bicultural translation.

Strategy 2:

To accomplish this objective, we recommend a Spanish immersion class series focusing on educating both Latino and non-Latino youth about Latin cultures and customs.

Tactic 1. Utilize Peachjar to advertise the new classes in both Spanish and English to parents of elementary, middle, and high schoolers.

Tactic 2. Utilize P&R social media to promote classes through city-owned media channels.

- Create vibrant bicultural graphics with details about the scheduling and goals of classes to be distributed on social media channels.

Tactic 3. Coordinate with the HAC and the HRC to formulate engaging and culturally relevant class content.

Strategy 3:

To accomplish this objective, we recommend engaging existing business partnerships or creating new ones to establish a scholarship program for low-income Latino families. This scholarship program will help subsidize the cost of the Spanish immersion class series.

Tactic 1. Partner with five local businesses, each giving one scholarship covering the cost of the Spanish Immersion class series to a Latino family in need.

Tactic 2. Create promotional materials such as flyers and social media posts to highlight the scholarship program and the Spanish immersion classes.

- In return for the scholarships, P&R will highlight sponsors in all promotional materials related to the scholarships.

Objective Two

To have an effect on action among **Albany children**; specifically to increase attendance to P&R classes by 50 percent over the course of 12 months.

Strategy 1:

To accomplish this objective, we recommend that P&R plan a “P&R Classes and Activities Open House.” This will be a semi-annual event hosted at Albany public elementary schools in the form of assemblies. The programming will include P&R class instructors performing informative and engaging presentations to showcase classes offered to the K-5 age group. P&R will utilize community partnerships with Albany elementary schools to plan assemblies by semester, visiting all elementary schools once in the fall and once in the spring.

Tactic 1. Communicate with parents of students regarding the P&R Classes Open House.

- Design a flyer specifically aimed toward classes offered to children ages K-5.
- Utilize Peachjar to distribute information to parents about the upcoming P&R Open House the week of the event. We will encourage parents to speak to their children prior to the event to maximize preparedness and student excitement at the assembly.
- Utilize Peachjar after the assembly to distribute flyers specified in bullet one above.
- Distribute printed flyers to students to bring home to parents.

Tactic 2. Execute P&R Classes Open House Assembly, showing children K-5 presentations to showcase classes offered by P&R.

Tactic 3. Create a post-assembly evaluation to be distributed to teachers to survey how well the students liked the assembly.

Objective Three

To have an effect on action among **Albany adults**; specifically to increase attendance by 25 percent at P&R trips, tours, and classes over the course of 12 months.

Strategy 1:

To accomplish this objective, we recommend that P&R utilize its social media platforms on a more frequent basis. This strategy will allow us to increase engagement on social media platforms.

Tactic 1. Review government social media guidelines to better understand standards.

- Learn best practices by reviewing other government organizations' social media content.

Tactic 2. Create a social media calendar to plan content.

- Plan the frequency of posts and prioritize posts based on the importance of events being offered.
- Set interaction goals and follow prominent Albany influencers and residents.
- Plan content to post and coordinate content in conjunction with events.

Tactic 3. Create videos and photos of particularly visual classes and events to post on social media.

Tactic 4. Create Snapchat geotags for the River Rhythms Concert Series (one per concert) and Northwest Art & Air Festival.

Tactic 5. Once a solid social media following has been built, begin utilizing social media to promote classes.

- Start posting on Facebook, Twitter, and Instagram to promote the classes and include photos of class activities.
- Stream live video on Instagram and Facebook of popular events.

Strategy 2:

To accomplish this objective, we recommend that P&R begin promoting their trips and tours on a more frequent basis through commercials and media outreach. This strategy will allow us to increase awareness of trips and therefore increase attendance.

Tactic 1. Create a vibrant commercial showcasing the different trips available to Albany adults and families.

- Show this commercial during local news programs, popular television shows, and before movies begin in the local movie theaters.

Tactic 2. Invite local reporters on a sponsored weekend “Trips and Tours” excursion to broadcast their experience on their respective news channels.

Strategy 3:

To accomplish this objective, we recommend that P&R utilize print materials to increase in-class attendance. This strategy will allow us to communicate with Albany adults in the most effective way possible.

Tactic 1. Create posters showcasing the most visually appealing and most popular classes offered by P&R.

- Distribute these flyers widely, at local businesses and restaurants that have bulletin boards.
- Coordinate tabling events in high-traffic locations to hand out print media and provide additional information.

Report Two

“To increase involvement of target publics through increased communication methods”

Target Publics

- Latino Community
- Parents

Objectives

1. To have an effect on the action of the **Latino community**; specifically to increase attendance at city-sponsored events by 30 percent over the course of 12 months.
2. To have an effect on the action of **parents** of Albany children (K-5); specifically to increase the number of signups for children in P&R-sponsored classes by 25 percent over the course of 12 months.

Objective One

To have an effect on the action of the **Latino community**; specifically to increase attendance at city-sponsored events by 30 percent over the course of 12 months.

Strategy 1:

To accomplish this objective, we recommend creating more Latino-centered events within the community. This strategy is intended to encourage involvement within the Latino community by sponsoring events that would interest them.

Tactic 1. Partner with the Hispanic Advisory Committee to learn which Latino holidays are culturally appropriate to celebrate.

- Celebrate and encourage the acceptance of Latino holidays year-round through the partnership.
- Plan at least two new events.
- Use the holidays and new events to promote P&R as a resource for Latino residents to connect with their culture in the city.

Tactic 2. Create physical promotional materials for the events.

- Create Spanish language flyers to distribute to local businesses owned by Latino citizens and events such as farmers' markets.
- Use popular cable channel or radio channel to run a commercial in Spanish.

Tactic 3. Find local Latino-owned businesses interested in partnering with the City of Albany to encourage new Latino-focused events, as well as promote their own businesses.

- Create a Latino Business Advisory Council so that local Latino business owners can have their opinions heard in the decision-making process regarding community events and services.
- Raise local businesses' awareness regarding upcoming events by traveling door-to-door with city representatives prepared to debrief business owners with an informational packet on what the partnership entails.
- Invite Facebook business pages to join a closed Facebook group that will feature updates on the city partnership, upcoming Latino events, and other relevant news.
- Offer businesses owners on that Facebook page a position on a newly formed Latino Business Advisory Council.
- Emphasize how this event promotion will benefit their businesses.

Strategy 2:

To accomplish this objective, we recommend promoting existing large scale events such as the River Rhythms concert series more effectively to the Latino community. This strategy is intended to bring more of a Latino presence to these community events to make them feel more included in the fabric of the city.

Tactic 1: Translate all promotional materials regarding existing P&R events to Spanish to make marketing more accessible for Latino citizens.

- Hire a translator to ensure that all physical promotional materials are properly translated.
- Distribute these promotional materials to local businesses, churches, and schools.
- Hang up promotional materials on park bulletin boards.

Tactic 2: Invite popular local Latino cuisine food vendors to sell their food at existing large-scale events to better encourage Latino families to attend those events and to encourage Albany citizens to frequent those businesses.

Objective Two

To have an effect on the action of **parents** of Albany children (K-5); specifically to increase the number of sign-ups for children in P&R-sponsored classes by 25 percent over the course of 12 months.

Strategy 1:

To accomplish this objective, we recommend leveraging already existing parent-targeted communications such as MOM magazine and Peachjar. This strategy is intended to increase awareness among parents and create a call-to-action to sign up for P&R classes.

Tactic 1: Design a feature for MOM magazine that showcases why parents should enroll their children in P&R classes.

- Use a class profile that includes pictures to demonstrate how K-5 children would benefit from P&R classes while having fun.
- Use testimonials from parents about what they enjoyed in the class and use testimonials from the children about why they enjoyed the class.
- Highlight the educational and social value of P&R classes.

Tactic 2: Create information about classes to include in Peachjar.

- Locate elementary schools in Linn and Benton county that will include this information in their newsletter to parents.

- Focus on promoting P&R classes in schools that value hands-on learning, such as Montessori and Charter schools.
- Distribute *Activate!* to schools to keep in their offices for parents.

Strategy 2:

To accomplish this objective, we recommend a social media campaign to increase awareness of the classes and services offered by the P&R Department. This strategy is intended to reach a wide audience by utilizing the social media platforms that parents use the most.

Tactic 1. Start a Facebook campaign.

- Encourage parents to like and follow the P&R Facebook page through an announcement on Peachjar and in the *Activate!* newsletter so they can stay up to date with the latest announcements.
- Create posts with paid reach that advertise individual classes and then input parameters that target parents.
- Post albums highlighting particular classes offered with testimonials from parents and kids. Tag the parents in photos of their children.
- Include a check-box on class sign-up forms where parents can opt in or out of having photos of their children up on the P&R Facebook page.
- Create posts that encourage engagement; for example, a status accompanied with a photo saying, "Sign-ups close next week! Comment on your favorite memory in an P&R class."
- Post articles from reputable websites about the developmental value of having kids participate in social activities with other kids their age.

Tactic 2. Start an Instagram campaign.

- Encourage parents to follow the P&R Instagram page through an announcement on Peachjar and in the *Activate!* newsletter so they can stay current with the latest announcements.
- Start a hashtag campaign that encourages parents to tweet photos of their children enjoying the city's hosted events, including #AlbanyParksandRec in their caption. The account would then retweet and respond to each image posted.
- Improve Instagram interaction with followers, sparking conversation/replies to Instagram posts.

Report Three

“To establish a stronger sense of trust and community among target publics”

Target Publics

- Millennials (18-35)
- Latino Families

Objectives

1. To have an effect on action; specifically to increase attendance among **millennials** to P&R classes and events by 20 percent over the course of 12 months.
2. To have an effect on action; specifically to increase attendance in P&R’s activities among **Latino families** by 25 percent over the course of 12 months.

Objective One

To have an effect on action; specifically to increase attendance among **millenials** to P&R classes and events by 20 percent in one year.

Strategy 1:

To accomplish this objective, we recommend an online content and communication strategy specifically focused on P&R social media platforms. According to the Pew Research Center, social media is the best way to reach millennials. This strategy will allow us to streamline information and increase traffic to social media pages.

Tactic 1. Create a weekly and/or monthly social media calendar for social network pages that includes the theme/subject for each post, the time of day content will be posted, and the type of content (pictures, video, link, announcement, etc.).

Tactic 2. Create a new Facebook page dedicated specifically to the events P&R holds in order for information to be easily accessible to its publics. The department can cross post the events to its other social media profiles increasing the likelihood of reaching its target audiences.

Tactic 3. Utilize Facebook and Instagram live-streaming to promote upcoming and current activities being put on by P&R. Use Facebook and Instagram to highlight important individuals within the community.

Tactic 4. Hold Instagram competitions: Every other month hold a sweepstakes to promote participation within the community. To participate, residents are asked to post a picture while at an activity held by P&R while using the hashtag (#LifeinAlbany). The winners will receive goodies or free classes.

Strategy 2:

To accomplish this objective, we recommend a promotional strategy specifically focusing on offering incentives for potential new participants. This strategy will allow us to attract more potential customers and encourage enrollment and involvement with offered events.

Tactic 1. Offer a promotion where the first two weeks of classes are free. After the two-week period, the participant will have the option of continuing classes under regular fees.

Tactic 2. Provide a purchasable punch-card/activity sampler with a variety of classes to try. The participant can try different activities to see what they like best. After the punch-card is completed, the cost will be put towards the person's desired class choice.

Tactic 3. Offer a BOGO (Buy One, Get One free) promotion for P&R events. For

example if someone brings a friend to an event, the friend gets in free.

Tactic 4. Create coupon books with offers such as discounted fees for classes, free or half-priced event attendance and/or free food at events. P&R can distribute these coupon books at places such as the middle and high schools, local businesses, and information tables at the weekly Saturday markets.

Strategy 3:

To accomplish this objective, we suggest creating an information-based blog run by P&R. This strategy will allow millennials to stay informed about upcoming events.

Tactic 1: Create weekly blog posts about the variety of classes and events that P&R offers. Other blog posts can include promotions for activities as well as tips and tricks for seasonal activities. P&R can also write different articles centered on class topics. Links to the blog posts can be shared on P&R social media platforms.

Tactic 2. Offer incentives for social media influencers to create content about P&R. Offering free class or event packages in return for generated content.

Tactic 3. Have opportunities for guest bloggers to contribute pieces to the blog.

Objective Two

To have an effect on action; specifically to increase attendance in P&R activities among **Latino families** by 25 percent over the course of 12 months.

Strategy 1:

To accomplish this objective, we advise one-on-one outreach with Latino families in the community. This will establish trust and create relationships between the department and this target public.

Tactic 1. Provide opportunities for the Latino community to connect with P&R representatives by tabling at community events such as weekend markets, open house school events or at local grocery stores. Tabling should include bilingual materials such as flyers, booklets, informational brochures and pamphlets.

Tactic 2. Participate in or hold town hall meetings. This gives residents the opportunity to voice their opinions or concerns to P&R and/or the city. This will also allow the city to have a greater understanding of the needs of its community.

Tactic 3. Partner with the Hispanic Advisory Committee to find members of the Latino community that would be interested in teaching classes about different aspects of their culture. This would help build trust between the department and the Latino community.

Tactic 4. Ask Latino community influencers such as pastors and youth group leaders to speak monthly to the Latino community. These individuals will share their personal stories and give advice on how to integrate into new environments. Influencers can help shape opinions and provide insight and guidance to members who are reluctant to get involved in Albany.

Strategy 2:

To accomplish this objective, we suggest an online advertising strategy to build a culturally relevant advertising campaign. The campaign will encourage the Latino community in Albany to engage and participate in P&R activities.

Tactic 1. Create bilingual online ads to be advertised on different social media platforms.

Tactic 2. Create 30-second promotional advertisements in Spanish to post to YouTube and share on Facebook encouraging engagement with P&R. The department can also partner with the Hispanic Advisory Committee for these promotions to find influencers in the Latino community.

Strategy 3:

To accomplish this objective, we recommend a radio-based strategy; specifically, creating a P&R radio program or podcast, or alternatively, partnering with a local radio station. Radio is an effective medium through which to communicate stories. Latino business owners or community activists can share their experiences with others on the air. Talk shows can feature Latinos in Albany and reflect their involvement and memories similar to NPR's "StoryCorps."

Tactic 1. Interview Latino influencers such as Juan Sanchez from the Linn-Benton Hispanic Advisory Committee. Through these interviews, Albany can build relationships and bridge the gap between the Latino community and the rest of Albany. Additionally, radio segments and local ads can be translated into Spanish to help include the Latino community.

Tactic 2. Explore different topics relevant to the Latino minority as a whole and encourage conversations about those subjects.

Report Four

“To increase participation, responses, and feedback among target publics for special events, classes, and concerts”

Target Publics

- Latino Community
- Adults (25-45)

Objectives

1. To have an effect on the action of the **Latino community**; specifically to increase the attendance by 15 percent in events offered by P&R.
2. To have an effect on acceptance of **adults** age 25-45; specifically to maintain and reinforce the positive attitude towards P&R, reflected by an increase in attendance by 33 percent over the course of 12 months.

Objective One

To have an effect on the action of the **Latino community**; specifically to increase the attendance by 15 percent in events offered by P&R.

Strategy 1:

To accomplish this objective, we recommend a community event strategy focused on increasing involvement by establishing events that interest the growing Latino community. This strategy will initiate a mutually beneficial relationship between the P&R department and the Latino community over the course of 12 months.

Tactic 1. Organize a monthly flea market at an Albany park.

- The flea market will be held once a month every Sunday from 8am-2pm from April to October where Latino vendors can sell their goods and merchandise.
- Coordinate volunteers and staff to run the event and provide photo and video coverage.
- Find and schedule a park for the event that has a close proximity to the city, and enough size and facilities to accommodate people. Monteith Riverpark, which was the park used for the 2016 Festival Latino, may be an option.
- Identify local businesses and vendors to promote and participate in the event. Specifically reach out to the food vendors who participated in the Festival Latino in 2016, which will create an additional means of income for Latino members in the community.
- Partner with the Linn-Benton Hispanic Advisory Committee to increase the Latino community's involvement and prioritize their needs to encourage attendance.
- Use established marketing tools and social media to create advertisements for the event that feature the local businesses, vendors, and entrepreneurs partaking in the event.
- Develop a social media schedule to publish posts advertising the event.
- Have a native Spanish speaker accurately translate the advertisements to create awareness among the growing Latino community. Use established marketing tools and social media.

Strategy 2:

To accomplish this objective, we recommend classes tailored to the Latino community that will increase the involvement of the growing Latino community. This strategy will fulfill P&R's goal of offering 30 percent new classes each quarter as well as providing classes that appeal to a growing demographic that is underrepresented in the existing class offerings.

Tactic 1. Implement classes that honor the Latino culture and highlight members in the community who practice these cultures.

- Conduct community research by organizing outreach opportunities to the Latino community to identify the needs and interests.
- Research current classes offered in the community to find opportunities to introduce new and relevant Latino-oriented classes.
- Integrate a social media question and response initiative that explores the interests of residents.
- Schedule the instructors and volunteers to run the class.
- Create classes that fit into the categories of: Traditional Hispanic Dance (Tlacoleros), Hispanic cooking lessons (Tamale making), Spanish as a second language immersion class, English as a second language immersion class, Talavera (Spanish pottery).
- Coordinate the registration for the class.
- Create a pamphlet advertising the new classes with an accurate Spanish translation highlighting the P&R's goal of honoring the culture of the Latino community. This can be distributed throughout Albany.
- Find members in the community who practice Latino cultural traditions specific to food preparation, dancing, and arts and crafts who would be willing to participate in local classes. This creates a means of income for members of the Latino community and accurately represents Latino cultural traditions of the community to other members of different ethnic backgrounds.

Tactic 2. Generate paid media and local print advertisements highlighting these new classes and programs.

- Create a new social media page that brings in new Latino community members and shows them related programs, events, and classes highlighting their heritage through posts, images, and new class offerings.
- Have P&R employees, volunteers, or interns promote these new classes by passing out flyers and pamphlets outside of community events and weekly classes.
- Between September 15 and October 15, we recommend honoring National Hispanic Heritage Month by explaining the classes through posts on Facebook and Instagram. These posts will explain the importance of cultural traditions that are taught in the specific classes.

Objective Two

To have an effect on acceptance of **adults** age 25-45; specifically to maintain and reinforce the positive attitude towards P&R, reflected by a 33 percent increase in attendance over the course of 12 months.

Strategy 1:

To accomplish this objective, we recommend a social media strategy focused on reinforcing the positive attitude towards involvement in P&R activities. This strategy involves implementing a campaign targeting the demographic of adults 25-45 through daily posts that are fresh and relevant to increase involvement by 33 percent over the course of 12 months.

Tactic 1. Create an Instagram account for P&R that focuses on capturing the natural beauty of Albany parks through video and images.

- Create an Instagram account that uses an identifiable name, “Albany’s Own,” for the department and follow important accounts such as local photographers, video editors, organizations, and influencers.
- Develop a schedule for publishing posts highlighting Albany’s beautiful landscape. Publish posts based on social media analytics that show the times of day people are most likely to view Instagram posts. Content could include images of the flowers, rivers, and other landscapes that portray the beauty of Albany. Residents can send their own photos into P&R for the chance to be selected as a possible guest poster on Albany’s Instagram page.
- Coordinate with volunteer/intern photographers and staff to capture images and video of Albany’s natural beauty during what is determined to be the “best” time of day. Volunteers and staff, preferably with Photoshop experience, will then edit the images and video in preparation for the following day’s posts.
- Follow community and photography trends and utilize social media analytics to know what stories interest people.
- Use hashtags that represent the media content to create a social media buzz and share the stories to a wider audience. Hashtags should be specific for the target audience and can describe seasonal themes, the post’s content, and featured organizations. Hashtags may include: #AlbanysBeauts #AlbanysOwn #Albanyishome
- Respond to comments from the public to increase engagement.
- Promote Instagram engagement at activities and events, and through marketing media such as newsletters and the department’s website.

Tactic 2. Rebrand P&R's Twitter account to showcase weekly activities and programs.

- Coordinate volunteers, staff, and copywriters to cover activities and programs in photo and descriptive content. Utilize journalism interns to lower the use of paid staff time on managing social media development.
- Publish content that shows weekly events, programs, and engaged participants and volunteers with descriptions about the photos and videos.
- Create class promotional videos to attract old and new attendees.
- Develop a schedule for publishing posts that show the public, department volunteers, and staff in action.
- Use hashtags that represent the media content to create social media buzz and share the stories to a wider audience. #AlbanyParksandRecandme #SundayFundayinthePark #familyfuninAlbany
- Create a monthly #communitymemberoftheweek and honor a member in the community who is making a difference in Albany.
- Follow trends of engagement from monitoring likes, replies, and retweets for posts and post content that is popular.
- Respond to comments from users to develop more engagement.
- Promote Twitter engagement at activities and events, and through marketing media such as newsletters and the department's website.

Report Five

“To increase program attendance among target publics”

Target Publics

- Senior Citizens
- Latino community

Objectives

1. To have an effect on action, specifically to increase **senior citizen** attendance at events by 25 percent over the course of 12 months.
2. To have an effect on action, specifically to increase **Latino** attendance by 15 percent over the course of 12 months.

Objective One

To have an effect on action, specifically to increase **senior citizen** attendance at events by 25 percent over the course of 12 months.

Strategy 1:

To accomplish this objective, we recommend an interpersonal communication strategy focused on communicating information about events to senior citizens. This strategy will allow P&R to increase the attendance and participation of senior citizens at events.

Tactic 1. Informational letters and handouts for seniors.

- Identify senior living neighborhoods and facilities.
- Develop a general letter with information about programs for senior citizens.

Tactic 2. Tabling at senior citizen centers.

- Seek volunteers to table.
- Have fliers for different programs and events printed and available for people to take.
- Develop interest cards for people looking for more information on programs and events.

Tactic 3. Tabling at senior programs to spread the word about events.

- Develop handouts for P&R events.
- Seek volunteers to table at programs.

Objective Two

To have an effect on action, specifically to increase **Latino** attendance by 15 percent over the course of 12 months.

Strategy 1:

To accomplish this objective, we suggest a strategy focused on producing content in Spanish to help create an inclusive and comfortable environment for the Latino community.

Tactic 1. Hire bilingual staff and volunteers at P&R programs and events to assist Latino community members with little to no English comprehension.

- Identify bilingual staff and volunteers with an easy-to-locate translator badge.

- Set up information and translation stations at major events where bilingual volunteers are easy to locate.
- Contact the local high school and community college and recruit bilingual students to volunteer as translators at events.

Tactic 2. Hire a translator to translate printed content at events to accommodate the Spanish-speaking community.

- Create and distribute alternate informational and promotional brochures with content translated into Spanish.
- When registering for classes or events, include an option to receive translated materials. This will contribute to attaining accurate numbers of households needing translated content.
- Recruit Spanish-speaking residents within the community to test the translated website through the UserTesting database.

Conclusion

Albany P&R is committed to increasing community engagement and public trust among Albany residents. To address these issues, students produced five separate plans each focusing on different aspects of the organization's goal. The strategies and tactics developed by students focus on four main target publics: Children, adults, senior citizens, and the Latino community. Each team chose different target publics, but all teams focused on the Latino community.

Two main challenges face P&R in addressing the growing Latino population in Albany. The first is that the median household income for Latino families is considerably less than the median Albany household income. Due to P&R's limited budget, many P&R programs require participants to pay a small fee. P&R must think of creative solutions to address these funding challenges for Latino and other low income communities. P&R's second challenge is a lack of trust between the City of Albany and the Latino community. This is partly due to the political climate of the United States.

Students addressed these challenges by creating low cost tactics and leveraging community partnerships in an attempt to subsidize P&R programs. Many teams suggested using the Hispanic Advisory Committee to bridge the gap and better understand the Latino community. Report One and Report Two suggested developing partnerships with local Latino-owned businesses. Other tactics include social media, radio communications, event planning, media relations, promotional materials, and content creation. By utilizing these tactics, we believe Albany P&R will successfully increase community engagement and trust among Albany residents.