

YWCA IS ON A MISSION

Strategic Communications Plan

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Executive Summary:

Since 1911, the Muncie YWCA has committed to eliminating racism, empowering women and promoting peace and dignity for all. YWCA aims to better the lives of every woman in East Central Indiana by providing a safe place to live and educational resources to better their own lives and those around them. Still utilizing its original facility, YWCA houses 65 women and children who are homeless or at risk in the Muncie community. YWCA Muncie has served more than 300 women since 2014.

The YWCA operates a 24-hour emergency shelter for women and children. There are also free educational classes for women to take that are open to the community such as Parenting Wisely, Play and Learn, and a Domestic Violence Workshop.

According to the [Domestic Violence Network](#) (2016), more than 1,000 women in Indiana were denied services into local shelters because they are over capacity. In a single day in 2014, Indiana domestic violence programs served over 1,000 survivors ([National Coalition Against Domestic Violence](#)).

YWCA also offers a prison re-entry program for women returning into the community from jail or prison to smooth their transition. The [National Institute of Corrections](#) states, “For many women, involvement in the criminal justice system has become a revolving door from which they cannot escape, particularly for those who are drug-involved or from whom meeting the obligations of the system becomes an obstacle itself.”

The YWCA faces intense competition for funding in the Muncie community. A [2002 Indiana University survey](#) shows that Muncie nonprofits are most likely to specialize in human services (34 percent), but are significantly less likely to specialize in education (Four percent).

The YWCA relies on state and federal funding to operate. The [National YWCA](#) released federal grants they rely on to operate and current federal budget cuts could lead to less funding opportunities for YWCA. With this said, the YWCA needs to increase their fundraising efforts.

Partnerships with Muncie organizations and influential Munsonians could increase awareness of the YWCA in the Muncie community and ultimately increase donations and fundraising.

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SWOT Analysis:

Strengths:

- One of the oldest nonprofits in Muncie
 - Original YWCA was founded in the U.S. in 1858
- Strong national presence and brand
- Homeless shelter directory
- Provides programs such as parenting skills, job preparation training, GED courses, domestic violence support groups, anger management, and more.
- Operates a 24-hour emergency shelter for women and women with children who are at risk or homeless.
- Properly researches and obtains grants needed to implement the needed services.

Weaknesses:

- Confusion with YMCA
- Separation between national and local mission
- Lack of brand awareness in Muncie community
- Brand cohesion - East Central Indiana or Muncie?
- No testimonials on website or in media
- Few ways to give the sponsors credit for their support

Opportunities:

- Partnerships within Muncie community and Ball State University
- Build brand position within Muncie human services and education nonprofit sector
- Connect organization and potential donors
- Promoting themselves as award-winning and notable national organization
 - [Athena Organizational Leadership award](#)

Threats:

- Federal budget cuts
- Intense saturation of Muncie nonprofit sector
 - Several [shelters](#) in Muncie and surrounding areas, but all with difference niches
- Shelters are at capacity, therefore funding is crucial to development

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Target Audience:

- Female community leaders members
- Faculty and staff on Ball State's campus
- Affluent members of Muncie and Delaware County
- National Partners:
 - AllState

Key Messages:

1. The YWCA empowers women through learning and development resources, including career counseling and domestic violence support, which ultimately helps them get back on their feet and into the community.
2. The YWCA provides residential services for at-risk and homeless women, which includes a 24/7 emergency shelter, and a re-entry program for women returning to the community from prison or jail.
3. At any given time, your donations provide a refuge for 65 women and children in your local community. Memberships and programs for the Muncie community raise critical funds for the YWCA.
4. The YWCA is the oldest and largest women's organization in the country and has served women and children in Muncie since 1911.
5. Everyday in Indiana, approximately 1,000 women attempt to enter women's shelters for refuge. In the same day, approximately 300 are turned down because there is not enough room for them.

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Goal: Create brand awareness campaign to build connections with donors and volunteers to increase funds within a calendar year (May 2017- May 2018).

Objectives, strategies and tactics:

Objective One: To tell the stories of the YWCA through **public relations** efforts including one traditional media placement per month and increased digital engagement.

Strategy One: Establish consistent and cohesive email contact with target audiences.

Tactic one: Create an email list that divides key audiences into groups by donors, local sponsors, community leaders.

Tactic two: Send personal email to audience member with donation or volunteer information to promote continuous participation.

Tactic three: Create thank you card template for women and children of the YWCA to thank monetary and volunteer target audience members.

Tactic four: Create an opt-in for email updates that provides consent for the YWCA to reach out for further donations and volunteer opportunities.

Tactic five: Develop a quarterly e-newsletter that will share the stories of YWCA women and children with key publics.

Tactic six: Create a bi-annual pattern of email contact with identified donors to increase consistency of the mission.

Strategy Two: Foster relationships with journalists to create traditional media strategy based on the stories of the YWCA.

Tactic one: Create Public Service Announcements (PSAs) to spread information to the community about the mission and needs of the YWCA.

- “Where your money is going?” or “Y’ should I donate?”

Tactic two: Establish partnership with The Star Press and radio stations in East Central Indiana to share stories of YWCA women on a monthly basis

- [Donations to YWCA spike after TSP story](#)

Tactic three: Provide media training for staff, volunteers and brand ambassadors.

Tactic four: Pitch stories to media about different ways to donate:

- Money, items, time

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Strategy Three: Develop an “I Can Imagine...” social media campaign to raise awareness of the YWCA’s mission.

Tactic one: Launch social media campaign to walk followers through cycle of a potential beneficiary of the YWCA.

When the target audience says, “I can’t imagine...” This campaign will help paint the picture:

- Post one: Start with a post introducing the character of the story.
- Post seven: Over x amount of time we’ve helped you imagine what it’s like to be an at-risk woman who needs YWCA’s help. Please consider donating to YWCA of Muncie.
- Develop follow-up news release to showcase the “I Can Imagine” campaign to the target audience.
- Develop a follow up blog that tells the whole story that the posts created into one mass publication.

Objective Two: Develop and maintain **partnerships** in the Muncie Community with influential Munsonians, local and national sponsors.

Strategy One: Build network of brand ambassadors to promote the YWCA's mission and community impact.

Tactic One: Locate and distinguish community members who believe in the mission of YWCA and/or are YWCA success stories.

Tactic Two: Familiarize brand ambassadors with current YWCA messages, events and resources.

Tactic Three: Establish territories for brand ambassadors to raise awareness of the YWCA and its impact on the community.

Tactic Four: Provide brand ambassadors with opportunities to connect with community members.

Tactic Five: Foster relationships with Muncie community organizations to allow brand ambassadors to speak at their meetings.

- Reach out to local hospitals, addiction/rehab facilities, churches, Lions Club, Kiwanis Club, Rotary Club, Women in Business Unlimited, Chamber of Commerce, etc. to schedule visits/presentations for brand ambassadors to promote the YWCA's mission, available resources and events.
 - Launch experiential marketing campaign to exemplify one-third of women seeking refuge in shelters are turned down.
 - Give paper advertisement to every third woman, then play quick promo before saying if you received an additional piece of paper on your way in you represent one in three women in Indiana who are turned down from shelters

Tactic Six: Encourage brand ambassadors to share their community experiences on social media.

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Objective Three: To create a more established brand position within the Muncie community through **advertising** efforts within a year.

Strategy One: Differentiate YWCA from other nonprofits in the Muncie community by showcasing the different services they offer in all branding materials.

Tactic One: Create three billboards showcasing women and focusing on Empowerment, education and encouragement.

- [National Outdoor Media](#)
- [Lamar Advertising](#) offers support to nonprofits

Tactic Two: Increase engagement through stories and infographics that communicate the key messages of the organization to use on social media.

Strategy Two: Develop personal relationships with donors through a cohesive brand.

Tactic One: Postcard/flyer campaign to personalize the cause to individuals.

- “EMPOWER _____”
- “EDUCATE _____”
- “ENCOURAGE _____”

- Use for donations in restaurants/ stores/ on campus

Tactic Two: Place donation boxes across Ball State and at popular spots in Muncie for people to conveniently give products.

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Objective One: (PR)

Strategy One: Track open/read rate from emails and e-newsletters, number of email subscribers and amount of recurring donations.

Strategy Two: Track media placements

Strategy Three: Interpret Facebook Insights

Objective Two: (Partnerships)

Strategy One: Measure interaction with brand ambassadors' social media posts regarding the YWCA and ambassador referrals to donations. Document event participation, and determine how many flyers are distributed at events to demonstrate reach.

Objective Three: (Advertising)

Strategy One: Interpret Facebook Insights, monitor website traffic and daily effective circulation, which represents the number of vehicles and pedestrians who pass the billboard

Strategy Two: Develop recurring donor report and how donation total from boxes

Timeline:**By June 1, 2017:**

Objective One: (PR) Strategy One: Establish consistent and cohesive email contact with target audiences.

By August 7, 2017:

Objective One: (PR) Strategy Two: Foster relationships with journalists to create traditional media strategy based on the stories of the YWCA.

By May 8, 2017:

Objective One: (PR) Strategy Three: Develop an “I Can Imagine...” social media campaign to raise awareness of the YWCA’s mission.

On January 1, 2017

Objective Two: (Partnerships) Strategy One: Build network of brand ambassadors to promote the YWCA’s mission and community impact.

By July 1, 2017

Objective Three: (Advertising) Strategy One: Differentiate YWCA from other nonprofits in the Muncie community by showcasing the different services they offer in all branding materials.

By August 1, 2017

Objective Three: (Advertising) Strategy Two: Develop personal relationships with donors through a cohesive brand.

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