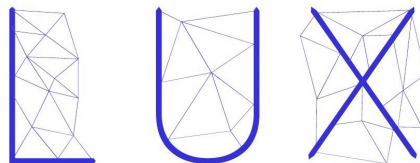


Elk Management Communication Campaign



Lighting The Way In Strategic Communication

Challanne Finn, Shaley Dehner, Brittany Langford, Hallie Ventsam, Tobi Adedeji, Sarah Ash

Table of Contents

Executive Summary

Phase I: Research

- 1.1 Research Plan
 - Secondary
 - Primary
- 1.2 Situation Analysis
 - Client Profile
 - Communication Audit
 - Issue Analysis
 - Force Field Analysis
- 1.3 Problem and Opportunity Statement

Phase II: Planning

- 2.1 Goal
- 2.2 Target Audiences
 - Impact Objectives
 - Process (Output) Objectives
- 2.3 Creative Concept
- 2.4 Primary Target Audience
 - Message Strategies
 - Messages
 - Media Strategies
 - Tactics
- 2.5 Secondary Target Audience
 - Message Strategies
 - Messages
 - Media Strategies
 - Tactics

Phase III: Implementation

- 3.1 Planning Matrix
- 3.2 Schedule
- 3.3 Budget

Phase IV: Evaluation

- 4.1 Output Evaluation
- 4.2 Outcome Evaluation

Executive Summary

Lux PR is excited to present the 2016 Elk Management Campaign for Rocky Mountain National Park. After extensive research and evaluation, we feel that the center of our campaign lies with the visitors who continue to support national park conservation initiatives, and the dedicated staff that spend their time educating, preserving, and encouraging people to connect with the wilderness.

Connection lies at the heart of our practice at LUX PR and our plan encourages the education and interpretation staff and park visitors to personally connect with the wildlife population that has become a symbol of Rocky Mountain National Park.

We conducted both primary and secondary research regarding the current ideas and perceptions of elk management in the park. Our secondary research consists of information from existing sources including the national park service website, social media sites, and the US Census Bureau, and our primary research includes a survey administered to Colorado State University students, and other local publics. In addition, we attempted an interview with park staff, but were unable to complete due to scheduling conflicts.

Our situation analysis profiles both the National Park Service as a whole, and Rocky Mountain National Park specifically. Our communication audit proves that the Rocky Mountain National Park website is the most effective traditional outlet for reaching the target audiences, and that the Instagram and Twitter accounts associated with both the National Park Service as a whole, and Rocky Mountain National Park, are the most effective social media outlets for reaching the target audience. We conducted a force field analysis and determined that the top driving force is to manage the elk population. The strongest restraining force is staff aversion to the practice of elk culling and implementation of fencing.

Based on secondary and primary research, the problem surrounding the elk management program lies in the current communication strategies that the Rocky Mountain National Park has implemented, where lack of communication towards the elk program could possibly hinder awareness and support from the community. This leads to a tremendous opportunity for this

campaign to educate the audiences about the benefits of the elk management program, including healthy management of the elk population, ecosystem sustainability, and restorations of habitats.

Therefore, our campaign goal is to increase education and reinforce a positive presence surrounding the elk management program.

We are targeting visitors and non-visitors as our primary audience because we have the best chance to reach them with our plan. Targeting staff as our secondary audience is effective due to some staff not agreeing with the elk culling and fencing implementation currently taking place.

Lux PR wants to create a personal connection for the audience with the elk. Wildlife are at the heart's center of our national park, and as supporters and wilderness enthusiasts we have a responsibility to protect park wildlife and make responsible decisions in the present, so that we can preserve our park wildlife for the future. We cannot forget that we share this world and environment with all creatures equally, and the protection of wildlife is in our hands, as is human life. Therefore, we introduce our creative concept, where Rocky Mountain National Park's elk culling plan manages life, not objects, and staff members are valued as the protectors of those lives.

The #FindYourElk campaign is a personalized take on an ongoing nationwide campaign promoted by the National Park Service, called Find Your Park. The nationwide campaign encourages park visitors to create a personal connection with a specific national park, and then urges visitors to use the FindYourPark hashtag on their social media posts to share what park they feel most connected to. The #FindYourElk campaign will resonate with the already well established national campaign, while personifying elk in Rocky Mountain National Park as something worth forming a personal connection with. This is especially powerful, because many visitors enjoy taking their own pictures of elk in the park, and therefore feel a high level of ownership over their elk viewing experience. We will enhance that sense of ownership by giving users an opportunity to share their elk viewing experience with others through social media. Instagram and Twitter will be used to implement this campaign as well as hosting a Family Fun Day at the park. This event will give visitors and non-visitors a chance to see elk and receive information on the benefits of the elk management plan.

The #WeRunRMNP campaign is to represent RMNP staff being the life force that connects the park's wildlife and resources with the visitors that come to the park to enjoy them. We want to instill a sense of pride in, and personal responsibility for the everyday tasks associated with running a national park. The hashtag creates a virtual sense of community and connection based on a common desire to preserve wilderness through direct involvement and employment by the

National Park Service. Instagram and Twitter will be used to implement this campaign. The Family Fun Day will give staff a chance to explain the benefits of the elk management plan.

Output and outcome evaluations will be measured at the end of the campaign to determine its reach and impact on the target audiences.

Phase 1: Research

1.1 Research Plan

Information on the 10 year elk management program was accessed through primary and secondary research. The research was directed towards a better understanding of the benefits and consequences of the program, to understand perceptions of elk management by community and staff, and to identify the purpose of the program.

Secondary Research:

- Traditional Media (media already used by RMNP and the statistics behind the media):
 - Rocky Mountain National Park has few available media sources.
 - Rocky Mountain National Park Website
 - Demographics
 - 45% of visitors to the website are female
 - 55% of visitors to the website are male
 - 27.5% of visitors are between the ages of 18-24 years old
 - 33.5% of visitors are between the ages of 25-34 years old
 - 15.5% of visitors are between the ages of 35-44 years old
 - 12.5% of visitors are between the ages of 45-54 years old
 - 5.5% of visitors are between the ages of 55-64 years old
 - 5.5% of visitors are between the ages of 65+ years old
 - Statistics about the number of users of the website daily are not available
 - Rocky Mountain National Park also has an online newsletter, as well as an online newspaper. The park has been mentioned in the Denver magazine *5280*, as well as featured in the *Backpacker* magazine.
- Social Media:

Existing Social Media Accounts

NPS (National Park Service)

- Facebook: *622k likes, 5 million check ins,:*
- Twitter: *192k followers, 2,172 following, 4k tweets:*
- Instagram: *56.5k followers, 280 following, 103 posts*
- YouTube: *5k subscribers, 30 videos:*

RMNP (Rocky Mountain National Park)

- FB: *398k likes*
- Twitter: *16.4k followers, 8k tweets, 64 following*
- Instagram: *76k followers, 162 following, 323 posts*
- YouTube, **no known channel*

- Potential Publics:

Demographics

- Young families with children in grade school in suburban and rural areas
- Caucasian males ages 35+
- Families with an average household income of \$75,000-\$99,000
- Registered hunters with 4 years of college or more

Psychographics

- People who enjoy nature and spending their time outdoors
- Elk/Deer hunters
- People who live near RMNP and/or near other national parks in the U.S.
- Wildlife conservationists

The National Park Service website was accessed in order to understand the management structure of both Rocky Mountain National Park, and the National Park Service, as well to better understand the use of culling as a management technique.

(http://www.nps.gov/romo/learn/management/elkveg_fact_sheet.htm,
<http://www.nps.gov/romo/planyourvisit/upload/Facts-Figures-2012.pdf>)

Primary Research:

A survey was created and administered to the public in Fort Collins, CO on and off of Colorado State University's campus. The incentive to take the survey was a Clif Bar. The results from the survey were then analyzed and an interview protocol for the client's staff was created, but was unable to be administered.

1.2 Situation Analysis

- Client Profile:

Rocky Mountain National Park was established in 1915 by President Woodrow Wilson. He then signed the act that created The National Park Service in 1916. The National Park Service preserves the natural and cultural resources and values of the National Park System for the enjoyment, education, and inspiration of this and future generations. The Park Service cooperates with partners to extend the benefits of natural and cultural resource conservation and outdoor recreation throughout this country and the world. Jonathan Jarvis, who was nominated by the President and U.S. Senate, is the head of the National Park Service. The National Park Service is a bureau of the U.S. Department of the Interior. Jarvis is supported by senior executives who manage policy, national programs, and the budget. Washington, DC is the headquarters of the National Park Service, along with seven regional departments. There are 275 million visitors per year to the 58 parks within the National Park Service.

Rocky Mountain National Park is located in the mountains of Colorado near Estes Park. The park's mission is to care for, protect, manage, improve, understand and interpret park resources and to provide for a high-quality visitor experience. Rocky Mountain National Park is open 24 hours a day for 365 days per year as weather permits. The busiest seasons for the park are summer and fall. Key attractions include five visitor centers, scenic drives, hiking, picnicking, Ranger-led tours, camping, fishing, horseback riding, the Kawuneeche Valley, Bear Lake, and Lily Lake. In 2014, the park had 3,443,501 visitors. The park's communication efforts are seasonal newspapers and newsletters as well as news releases of recent events. As of 2014, there were 167 permanent and term employees, 244 seasonal and temporary employees, and 1,860 volunteers donating 107,794 hours of service to Rocky Mountain National Park. Rocky Mountain National Park is led by the superintendent who is the top park official, responsible for managing and supervising all park operations and activities. The superintendent's offices include the deputy superintendent and public information officer. The park has five divisions that take care of various issues within the park. These divisions include Administration, Facility Management, Interpretation and Education, Resource Stewardship, and Resource Protection and Visitor Management. In 2007, the annual park estimated expenditures including resources preservation, visitor services, maintenance, and administration totaled \$26,317,161.

- Communication Audit:

a. Target Audiences

Traditional Media & Social Media:

The client is trying to reach several audiences. On the Rocky Mountain National Park website there are separate tabs for teachers and children to get more involved in the national park. The park is also trying to target preschool and elementary school children. In addition, the park is trying to target preschool and elementary teachers. There is a separate tab for communities that are involved in the park. The park's website states that the park partners with Indian tribes, when the correct term for "Indian tribes" is Native American tribes. Through the newsletter and through the newspaper for the National Park the client is trying to reach an older population, possibly married individuals in their older thirties and up.

Social media sites, including Facebook, Twitter, and Instagram target millennials (born 1980-2000), given that millennials are the largest users of these social networking sites. The majority of these posts are also targeted towards millennials that have already "opted" to receive park updates and news, by liking or following the park accounts on Instagram, Twitter, and Facebook. Therefore, the target audience for the park's social media is made up of millennials that likely visit multiple parks in the NPS system, and are therefore relatively knowledgeable about the outdoors and outdoor activities such as camping and hiking.

b. Key Messages

Traditional Media:

- Getting the community involved with the Rocky Mountain National Park
 - Giving back to the community
 - Inviting groups of people to visit the National Parks
- Educating children and the youth about National Parks
- Informing the public about happenings that have gone on in the National Park
 - Seasonal Newspaper (summer, fall, winter, spring)
 - Somewhat monthly newsletter
- Campaign theme/ image is the use of the National Park Service Official Emblem
 - It is seen on every page of the website, newsletter, and newspaper
 - Seems to be used on/with every official form of traditional media that the Parks Service has
 - “The components of the arrowhead may have been inspired by key attributes of the National Park System, with the sequoia tree and bison representing vegetation and wildlife, the mountains and water representing scenic and recreational values, and the arrowhead itself representing historical and archeological values.”
<http://www.nps.gov/aboutus/index.htm>
- “The National Park Service preserves unimpaired natural and cultural resources and values of the National Park System for the enjoyment, education, and inspiration of this and future generations. The Park Service cooperates with partners to extend the benefits of natural and cultural resource conservation and outdoor recreation throughout this country and the world.” Mission Statement of the National Parks Service
<http://www.nps.gov/aboutus/index.htm>

Social media:

- Encourage users to visit the park through consistent posting of pictures of the park landscapes, landmarks, and wildlife within the park, with a ranger sign off by initial, and caption.
- Encourage users to create and share a personal relationship with their “favorite” national park through the FindYourPark campaign and hashtag use, attached to user taken photos of activity in the park.
- Update followers on current conditions, restrictions, or other rules and regulations effective in the park, with ranger sign off by initial.

c. Communication Tactics

Traditional Media:

Newsletter

Rocky Mountain National Park has an online newsletter. The idea of having a newsletter online is smart, but the newsletter is entirely too long. The most recent issue of the park's newsletter was 16 pages long. The park should focus on the important information in the newsletter, as well as addressing upcoming events. There is a lot of good content in the newsletter, but some of the content is not needed. There also is not a place for interested individuals to subscribe to the newsletter, or to get the newsletter mailed to them physically. The newsletter does encourage the reader to visit and engage in new experiences in the National Park by highlighting important park happenings and park events.

Official Emblem

The official emblem of National Parks Service is an ineffective communication tactic. Although the emblem has characteristics that resemble the park, the emblem does not get the key messages across to the target audience. The positive aspect of the emblem is that it is a constant and consistent logo on most of the official websites and documents from the park. The emblem is meant to resemble an arrowhead, however, the target audience may not automatically realize the overall meaning of the emblem or the symbols that are represented in the emblem. If the target audience was more educated on the meaning behind the emblem, the emblem might be a more effective tactic.

Newspaper

The online newspaper for the park is more of an informational brochure. The newsletter for the park would work as a newspaper. The newspaper does not have stories in it, but rather it has information and table charts regarding hiking information, camping information, and information on how to stay safe at the park. There is an overwhelming lack of news content in the newspaper. This tactic is extremely ineffective. An individual that is interested in the park news wouldn't get park news by reading the newspaper. The newspaper for the park is seasonal, and the information presented on the first page of the newspaper is usually season specific related information. The newspaper has a good length, even though it doesn't have news content in it. The newspaper could easily be converted to a seasonal informational brochure for visitors to the park. There is not a place for individuals to sign up for a subscription for the newspaper. Though giving park information to the public the newspaper does encourage involvement and engagement in the park, but the newspaper could do both of those things in a much more effective manner.

Website

The website is extremely accessible, and it gets a majority of the key messages across to the audience. The website is the strongest traditional communication tactic that Rocky Mountain National Park has. There are separate tabs on the website highlighting some of the key messages that the park wants to get across. There is a tab for kids, teachers, working with communities, getting involved, and exploring nature. This tactic helps to effectively spread the key messages to the target audiences.

Tours

The park has a “Plan your visit” tab with information about attractions to visit, park information, lodging and dining areas, and things to do around the park. This helps to get individuals up at the park and engaged, but this tactic could be strengthened. It could be strengthened by offering park tours through the website. The Estes Park website offers tours for Estes Park and for the Rocky Mountain National Park, which could be a positive or a negative for the park. It brings individuals to the park, but it is not necessarily by the park’s own doing.

Social Media:

The National Park service as a whole is quite active on various social media accounts, with most activity and engagement happening on their Facebook page and Twitter accounts. Social media campaigns include a very effective implementation and use of the FindYourPark hashtag and campaign, specifically on Twitter and Facebook. There is high potential to expand and engage more users and followers on the Instagram and Youtube accounts in order to reach the same level of engagement as the Facebook and Twitter accounts.

Instagram

Posts on the RMNP account generally consist of re-posts, which are photos taken by park users and then reposted by the official @rockynps account. This means that visitors taking the original picture are also using a hashtag (#rockynps) to tag the official account in their post, and in turn the admin responsible for the rockynps account is hand selecting which user posts to feature or re-post. Posts on the NPS account are generally the same, but the bio for the account specifically describes the FindYourPark campaign, and has a direct link to the FindYourPark website. The park service celebrated its 99th birthday in August, so there is also a current campaign running that asks users to pick an activity from a list of 99 activities ranging from poetry to art etc. that show their favorite park, and to post their activity on Instagram with the FindYourPark hashtag. Overall, the most popular posts on both the RMNP account, and the NPS account are posts that feature scenery. Posts that feature wildlife are a close second.

Facebook

Posts are less varied than the NPS account, where most posts are less polished or edited than the posts found on the NPS account. In addition most of the RMNP posts come from park staff. There is a stronger presence of park communications on the RMNP Instagram compared to the NPS Instagram account, where posts are used to inform followers about new programs, road conditions, weather, and closure information. Posts generally show good levels of engagement, where users are liking, commenting, tagging others, and creating smaller commentary about the post, among themselves, within the comments.

Twitter

Twitter is the other main platform, next to Instagram, that is centered around the NPS campaign and branding themes of #FindYourPark. In addition, the NPS twitter account focuses on a theme of national parks as “America’s Best Idea” and there is also a running initiative to promote youth engagement with the parks, through the “Every Kid in A Park” campaign, which features posts centered around children from schools or other groups visiting the park. The RMNP twitter bio states that the purpose of the page is for both updates and important information. Specifically, most of the updates surround the opening or closure of Trail Ridge Road, which is an important road used to navigate through the park, as well as an important tourist attraction to the park. The twitter account for RMNP is less visual than their Facebook and Instagram accounts, but it offers more “live” updates about park conditions.

YouTube

While there is no known YouTube channel for RMNP, there is an existing YouTube channel for NPS. This includes the NPS Wilderness channel, which includes a video promotion for the FindYourPark campaign. The videos posted on the NPS wilderness channel seem to be professionally edited and uploaded by the NPS account admin(s) directly. There is a strong emphasis on the millennial audience, where one particular video uploaded to the account features millennials from NYC composing and creating slam poetry about the environment within the national park.

- Issue Analysis

Issue Overview:

Rocky Mountain National Park’s management plan includes elk culling to reduce elk overpopulation. The plan will span 20 years, starting in 2008 and ending in 2028. Culling is a conservation tool to reduce animal populations that have exceeded carrying capacity of their

habitat. It is controlled, efficient, and humane. Elk culling is not occurring for the winter of 2015 and elk meat is not available to the public.

Elk are native animals to the Rocky Mountains and were hunted until 1870, leaving the elk population low. At the start of the 1900s, wolves had disappeared in the area as well and were not a threat to the elk population. In 1913, elk were reintroduced to the area just before Rocky Mountain National Park was established in 1915. By the early 1930s elk population increased massively with the absence of wolf predation and hunting. However, this caused significant deterioration of vegetation by elk grazing. Rangers began to cull, trap, and transplant the winter range herd in 1944 to decrease the overpopulation. For 25 years, elk numbers were kept between 350 and 800.

In 1969, a natural regulation policy where no elk management tactics could be used within the park was implemented. Elk numbers have increased and pivotal vegetation has declined since the institution of this policy. A research initiative came about in 1994 to gather research in order to provide a scientific basis for an elk management plan. Public concern and safety issues have been raised about the elk overpopulation due to elk encroaching on the land in Estes Park. Such places include golf courses, public parks, and residences yards. Chronic Wasting Disease (CWD) is a fatal brain disease known to affect deer and elk. The elk management plan will not fully address alternatives for managing this disease; however, it will identify strategies to determine the prevalence of CWD in Rocky Mountain National Park.

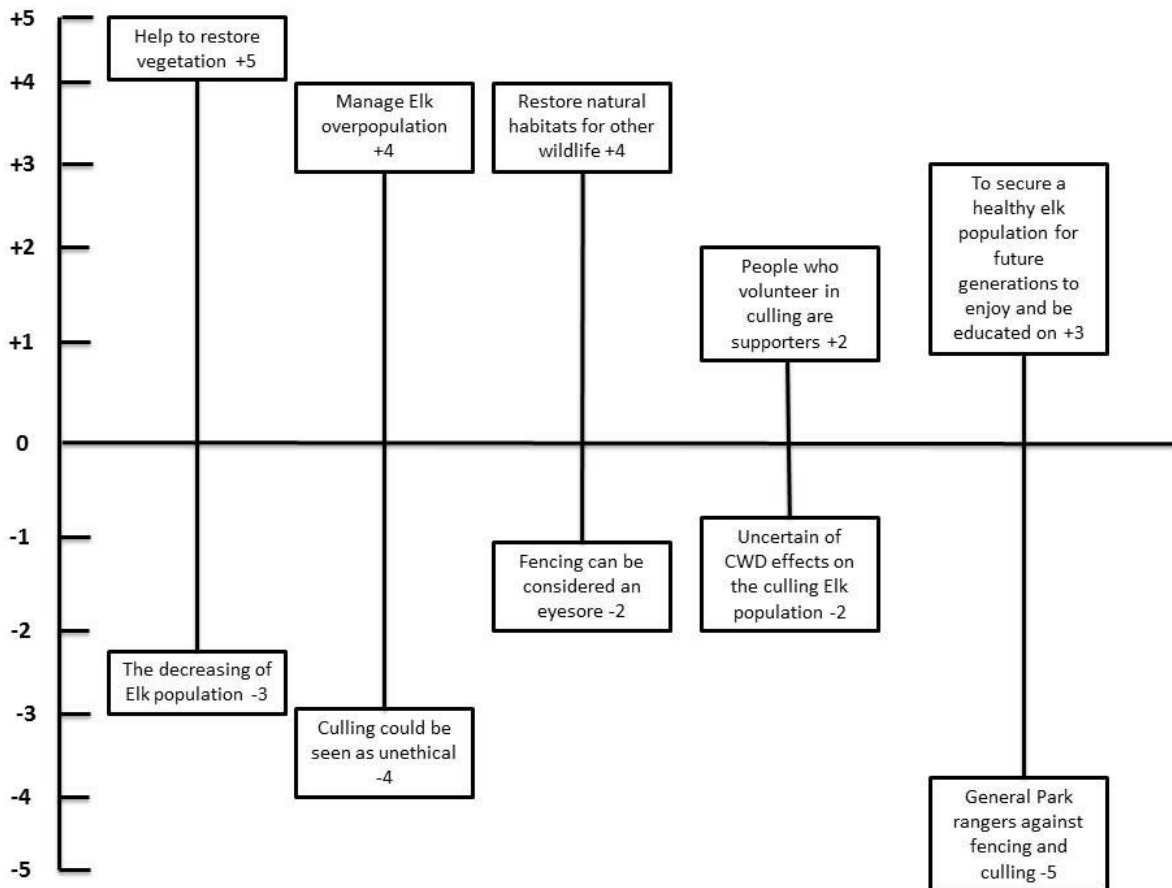
The park would like to have 600-800 elk on the winter range for 2015. No elk were culled in the winter of 2011-2012 and there have been fewer elk since the late 1990s. Subpopulations of elk are occurring in lower elevations such as Loveland, CO. Rocky Mountain National Park has an agreement in place between the National Park Service and Colorado Parks and Wildlife from 2010-2015 that establishes a cooperative working relationship concerning respective responsibilities for the implementation of the elk culling program. The National Park Service and Colorado Parks and Wildlife staff as well as authorized agents are in charge of elk culling teams. Culling occurs in the early morning as to not affect park operations. Proposed solutions to the elk overpopulation issue include fencing, vegetation restoration, elk culling, and relocation of elk to restore vegetation and the natural range of inconsistency in the elk population. Temporary fencing will allow key vegetation such as willow and aspen to grow in order for animals that depend on this vegetation for habitat to have a higher survival rate. The fences are tall enough to keep elk away but provide gaps for smaller animals to get through. Reintroducing wolves as well as fertility control in elk could be future conservation tools.

In 2008, WildEarth Guardians sued the National Park Service for not providing a full range of alternatives to the plan set in place. Their case was overruled due to Rocky Mountain National

Park's use of volunteers to cull elk. Using a natural wolf population as an alternative to the current plan was not in opposition to the National Environmental Policy Act which promotes the enhancement of the environment.

- Force Field Analysis:

<i>DRIVING FORCES (+)</i>	<i>RESTRAINING FORCES (-)</i>
<p>§ Help to restore vegetation +5</p>	<p>§ The decreasing of Elk population -3</p>
<p>§ Manage Elk overpopulation +4</p>	<p>§ Culling could be seen as unethical -4</p>
<p>§ Restore natural habitats for other wildlife +4</p>	<p>§ Fencing can be considered an eyesore -2</p>
<p>§ People who volunteer in culling are supporters +2</p>	<p>§ Uncertain of CWD effects on the culling Elk population -2</p>
<p>§ To secure a healthy elk population for future generations to enjoy and be educated on +3</p>	<p>§ General Park rangers against fencing and culling -5</p>



Driving Forces:

- Help to restore vegetation +5
 - With the overpopulation of elk there is damage that is done to the vegetation of the Rocky Mountain National Park. The more vegetation the elk eat and destroy, the harder it is to rebuild and grow. With elk management the population of elk is smaller so there is more time for vegetation to regrow and restore itself. Temporary fences are a must in order to help restore vegetation.

- Manage Elk overpopulation +4
 - Managing elk overpopulation is needed so that the restoration of vegetation can happen. It will help restore habitats for other wildlife animals and does not have to call for culling every year. Have not had to do reduction since 2011.

- Restore natural habitats for other wildlife +4
 - When the elk population is managed it helps to restore natural habitats for other wildlife creatures such as beavers, birds, rabbits, bear, and so forth. More elk can lead to the decrease of other wildlife because the elk tend to eat all the vegetation that may be homes or food for other animals.

- People who volunteer in culling are supporters +2
 - The people who volunteer to participate in the culling of elk are supporters because they understand the purpose of elk management. They are not against it since they are volunteering to help lower the population of elk in the area.

- To secure a healthy elk population for future generations to enjoy and be educated on +3
 - With the management of a healthy elk population it will be easy to inform and educate future generations on what elk management is as well as why it is used. Future generations need to understand what RMNP does as well as why elk overpopulation is not good for the environment.

Restraining Forces:

- The decreasing of Elk population -3
 - Some people see this as a negative because they believe that the environment should be left the way that it is. They do not feel the need for culling or think that there is an overpopulation of elk in the first place.

- Culling could be seen as unethical -4
 - Killing animals for what most people would feel as “no reason” could be a major negative to most of society. Animal rights activist would protest this. There might even be a few hunters that do not agree with this. If people do not understand what culling is used for then they would be against it.

- Fencing can be considered an eyesore -2
 - Most visitors feel that the fences take away from the beauty of the environment. They also feel that it only allows animals to roam in certain areas of RMNP. What they do not know is that there are ways for the animals to venture into these areas.

- Uncertain of CWD effects on the culling Elk population -2
 - For most people that are not involved with wildlife services, they would not understand what CWD is yet alone what it stands for. But if they did know they would be uncertain about CWD

and the culling of the elk population because they do not want this disease taking place within culled elk.

- General Park rangers against fencing and culling -5
- General park rangers are the most important to try to get this point across to. They do not agree with elk culling or fencing. They are people that would rather see nature be. “Let things be as they are.” They would not want to see the killing of elk for “elk management” since there is not a management on any other animal in the environment.

1.3 Problem/Opportunity Statement

Based on secondary and primary research, the problem surrounding the elk management program lies in the current communication strategies that the Rocky Mountain National Park has implemented. This lack of communication towards the elk program could possibly hinder awareness and support from the community. This leads to a tremendous opportunity for this campaign to educate the audiences about the benefits of the elk management program. These benefits include healthy management of the elk population, ecosystem sustainability, and restorations of habitats.

Phase II: Planning

2.1 Goal

- To increase education and reinforce a positive presence surrounding the elk management program.

2.2 Target Audiences:

Primary: Non-visitors, Visitors

Secondary: RMNP Staff

Primary Target Audiences:

The survey that was conducted during the primary research gathered the following information about the primary audience. Forty-six point eight percent of participants were male, 52.8% were female and 0.9% preferred not to say in the survey. Seventy-eight percent of participants were Caucasian/White, 6.4% were African-American/Black, 10.1% were Latino/Hispanic, 2.8% were Asian/Pacific Islanders, 1.8% were Native American, and 0.9% were Other. Participant's preferred sources for gathering information about the park included Facebook (28.2%), Instagram (27.3%), Twitter (24.5%), Snapchat (9.2%), Tumblr (37.3%), Television (32.7%), Radio (48.2%), and Newspapers (9.1%). Participants could have put multiple preferred sources. Survey results show that 77.1% of participants visit Rocky Mountain National Park whereas 22.9% do not. Of the participants who visit Rocky Mountain National Park, 14.8% visit less than 1 time per year, 44.4% visit 1 to 2 times per year, 18.5% visit 3 to 5 times per year, and 22.2% visit 5 or more times per year. Caucasians are significantly more likely to visit Rocky Mountain National Park and men visit more frequently than women. There were 3.43 million visits to the national park in 2014. The majority of those visitors came from surrounding towns such as Fort Collins, Estes Park, Loveland, Longmont, Boulder, and Denver. Generally the people who visited the park enjoy nature, spending time outside, and are wildlife conservationists. They are more likely to live near the park as well. Avid hunters volunteer for culling more often than general citizens who do not hunt.

Visitor & Non-Visitor Objectives:

Visitor: All current visitors who attend the park annually and past visitors who attended the park within the last 5 years.

Non-Visitor: All people between the ages of 17-50 who live within 100 miles of the park

- To raise awareness of RMNP's elk management plan by 50% by November 1, 2016.
- To raise awareness about the benefits of elk culling by 25% by November 30, 2016.
- To raise awareness about the benefits of fencing by 25% by November 30, 2016.
- To create positive attitudes about RMNP's elk management plan by 20% by November 30, 2016.

- To increase positive attitudes about elk culling by 20% by December 15, 2016.
- To increase positive attitudes about fencing for restoration of vegetation by 10% by December 15, 2016.
- To increase visitation to the park in response to RMNP's elk management plan by 5% by December 31, 2016.

Secondary Target Audience:

In conducting secondary research, staff perceptions and data regarding the elk management plan were not available. LUX PR reached out to the RMNP staff to interview staff members on several occasions, but were unable to interview them due to scheduling conflicts.

RMNP Staff Objectives: Staff members working in the education department

- To have 25% of RMNP staff talk to others (visitors, non-visitors) about the elk management plan by December 31, 2016.

2.3 Creative Concept

Lux PR wants to create a personal connection for the audience with the elk. Wildlife are at the heart's center of our national park, and as supporters and wilderness enthusiasts we have a responsibility to protect park wildlife and make responsible decisions in the present, so that we can preserve our park wildlife for the future. We cannot forget that we share this world and environment with all creatures equally, and the protection of wildlife is in our hands, as is human life. Therefore, we introduce our creative concept, where Rocky Mountain National Park's elk culling plan manages life, not objects, and staff members are valued as the protectors of those lives.

2.4 Primary Target Audience: Visitors/Non-visitors

- Message Strategies

We will use informational appeals, as well as pathos as an emotional appeal, in order to raise their awareness of the elk management plan. This will be executed through two different social media campaigns.

- Message for Primary Audience

#FindYourElk: This campaign is a personalized take on an ongoing nationwide campaign promoted by the National Park Service, called Find Your Park. The nationwide campaign encourages park visitors to create a personal connection with a specific national park, and then urges visitors to use the FindYourPark hashtag on their social media posts to share what park they feel most connected to. The #FindYourElk campaign will resonate with the already well

established national campaign, while personifying elk in Rocky Mountain National Park as something worth forming a personal connection with. This is especially powerful, because many visitors enjoy taking their own pictures of elk in the park, and therefore feel a high level of ownership over their elk viewing experience. We will enhance that sense of ownership by giving users an opportunity to share their elk viewing experience with others through social media.

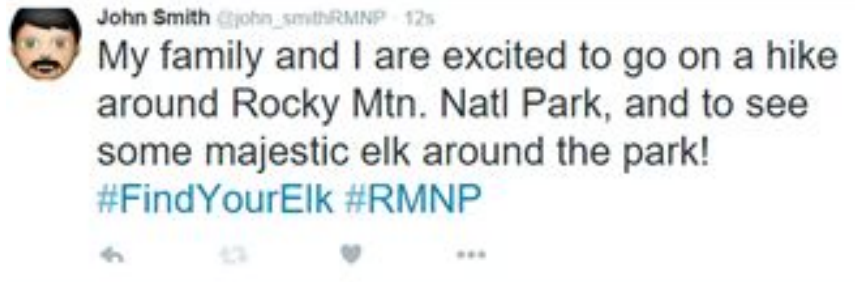


Figure 1: Example of Twitter hashtag Use

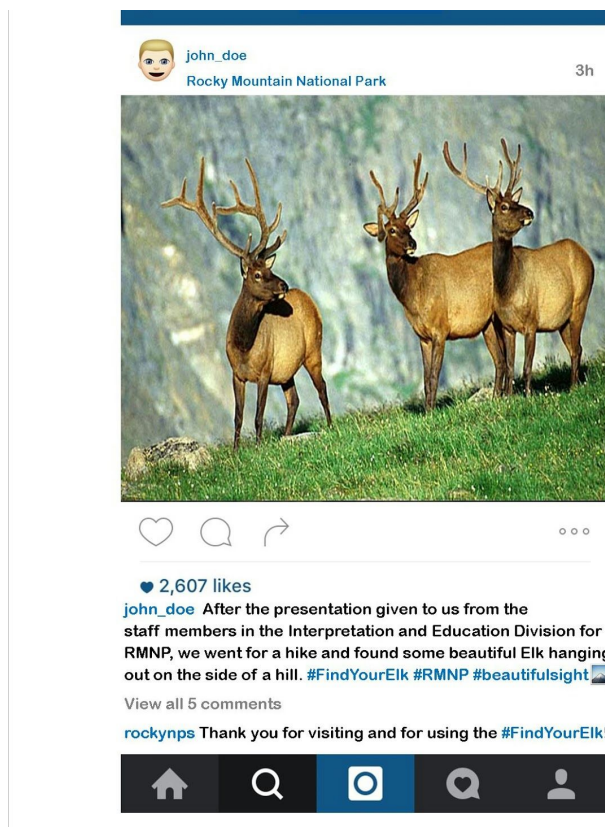


Figure 2: Example of Instagram Hashtag Use

- Media Strategies

Controlled social media posts will be used to push our messages out to our target audiences. There will be a link to RMNP's website on each Instagram and Twitter post. This will allow the audience to share and like the posts, which will raise awareness to others about RNMP and the elk management plan.

The Rocky Mountain National Park Staff will encourage visitors who are taking photos around the park to use the hashtag "FindYourElk" when posting on the social media application, Instagram. This is an effective tactic because it helps the park gain more publicity from this hashtag, and increases awareness of the elk management issue to others who are a part of the target audiences. The Rocky Mountain National Park Staff will encourage visitors who have the social media application Twitter, to tweet about their visit to the National Park. The hashtag linking their visit to the Rocky Mountain National Park will be #FindYourElk. This is an effective strategy because there will be the user's twitter story narrating their visit to the park, giving the Rocky Mountain National Park more social media exposure, and appealing to the target audiences.

A "Family Fun Day" will be held at the park in a designated area with food, games, and presentations focused on informing target audiences about the elk management plan. The speakers at the presentations will talk about the social media hashtags as well. After each presentation, park staff will take groups of visitors to the event on hikes where they can take photos of the park and use the hashtags provided. This will create more awareness of the plan to the public as well. This is a smart choice because the survey results show that most older adults are aware of the elk management plan and talking to them face to face will be beneficial in their interpretation and acceptance of the plan.

- Tactics

Interpersonal Communication Tactics: Rocky Mountain National Park staff will talk to visitors and non-visitors face-to-face about the elk management campaign.

Direct Information Tactics: Rocky Mountain National Park will implement #FindYourElk on social media sites in order to increase awareness about the elk management issue and plan to target audiences. The survey data expresses that many people receive their general news and RMNP news from social media.

2.5 Secondary Target Audience: Staff

#WeRunRMNP: The staff of RMNP are the lifeforce connecting the parks wildlife and resources with the visitors that come to the park to enjoy them. We want to instill a sense of

pride in, and personal responsibility for the everyday tasks associated with running a national park. The hashtag creates a virtual sense of community and connection based on a common desire to preserve wilderness through direct involvement and employment by the National Park Service.

- Message Strategies

Giving the staff an outlet to be appreciated by having the staff write self-profiles of what they do for RMNP will allow them to feel proud of what they contribute to the park. Through doing this, they may change their views of the elk management plans because the park trusts their judgement. This is an appeal to ethos. We want the staff to have positive attitudes about the plan and making them feel good about their contributions to that plan will help. Using a persuasive appeal for the secondary audience might increase their attitudes toward the elk management plan.



Figure 3: Example of Twitter Hashtag Use



Figure 4: Example of Instagram Hashtag Use

- Media Strategies

Controlled social media posts will be used to push our messages out to our target audiences. There will be a link to RMNP's website on each Instagram and Twitter post. This will allow the audience to share and like the posts, which raises awareness to others about RMNP.

The RMNP Instagram account will be the main outlet for park visitors to view and interact with the #WeRunRMNP campaign. Followers will be able to view all of the posts from park staff by following or searching the hashtag. The Rocky Mountain National Park Staff will encourage visitors who have the social media application Twitter, to tweet about their visit to the National Park. Rocky Mountain National Park will add a section to their website for the #FindYourElk and the #WeRunRMNP campaign. This allows the target audience to gain knowledge about the campaign through a different medium. The two hashtags will be below the social media header under their respective social media applications. The target audience can then choose to follow the RMNP social media pages.

- Tactics

Interpersonal Communication Tactics: See Primary Target Audience Tactics.

Direct Information Tactics: Rocky Mountain National Park will implement #WeRunRMNP on social media sites in order to increase awareness about the elk management issue and plan to target audiences. The survey data expresses that many people receive their general news and RMNP news from social media.

Phase III: Implementation

3.1 Planning Matrix

Publics	Communication Objectives	Concerns of Publics	Key Messages	Media Tactics
Visitors/ Non-Visitors	<p>To raise awareness of RMNP's elk management plan by 50% by November 1, 2016.</p> <p>To raise awareness about the benefits of elk culling by 25% by November 30, 2016.</p> <p>To raise awareness about the benefits of fencing by 25% by November 30, 2016.</p> <p>To create positive attitudes about RMNP's elk management plan by 15% by November 30, 2016.</p> <p>To increase positive attitudes about elk culling by 10% by December 15, 2016.</p> <p>To increase positive attitudes about fencing for restoration of vegetation by 10% by December 15, 2016.</p> <p>To increase visitation to the park in response to RMNP's elk management plan by 5% by December 31, 2016.</p>	<p>Elk culling concerns such as decreasing elk population, seen as unethical, uncertain of CWD effects.</p> <p>Fences are eyesores</p>	<p>#FindYourElk</p> <p>Show audiences the beauty of the park and elk.</p> <p>Give information on benefits of the elk culling and vegetation management plan.</p> <p>Invite them to check out the website.</p>	<p>Interpersonal</p> <p>Instagram</p> <p>Twitter</p> <p>Brochure</p> <p>Event Flyer</p>
Staff	<p>To have 25% of RMNP staff talk to others (visitors, non-visitors) about the elk management plan by December 31, 2016.</p>	<p>General park rangers might be against culling and fencing.</p>	<p>#WeRunRMNP</p> <p>Show the primary audience how the staff contribute.</p> <p>Show that the staff loves their job.</p>	<p>Interpersonal</p> <p>Instagram</p> <p>Twitter</p> <p>RMNP Website</p>

			Invite staff to share their RMNP experience on social media.	

3.2 Schedule

Objective 1: To have 25% of RMNP staff talk to others (visitors, non-visitors) about the elk management plan by December 31, 2016.

Strategy 1: Informational appeals to the audience to raise their awareness of the elk management plan.

Tactic 1: Family Fun Day, presentations.

Action Steps	Scheduled Person (s) Responsible	Schedule Starting Date	Target Completion Date	Actual Completion Date	Remarks
1. Secure park location for Family Fun Day	Brittany Langford Challanne Finn Shaley Dehner	1/3/15	1/8/15		
2. Secure staff presenters for Family Fun Day	Brittany Langford Challanne Finn Shaley Dehner	1/11/16	1/22/16		
3. Gather all digital media from presenters, for Family Fun Day presentation	Brittany Langford Challanne Finn	1/11/16	1/22/16		

4. Secure food source for family fun day	Brittany Langford Challanne Finn Shaley Dehner	1/11/16	1/22/16		
5. Create presentation materials for twitter, instagram program launch	Tobi Adedeji Sarah Ash Hallie Ventsam	1/11/16	1/22/16		
6. Create brochures for presentation, and flyers for event promotion	Brittany Langford Challanne Finn Shaley Dehner	1/11/16	1/22/16		
7. Send flyers to get printed out	Sarah Ash Tobi Adedeji	1/11/16	1/22/16		2,000 flyers
8. Gather all finalized printed flyers	Sarah Ash Tobi Adedeji	1/22/16	1/22/16		2,000 flyers
9. Recruit & Secure volunteers (non-staff) for Family Fun Day	Tobi Adedeji Sarah Ash Hallie Ventsam	1/11/16	1/22/16		
10. Secure hike leaders	Sarah Ash Challanne Finn Brittany Langford	1/18/16	1/22/16		
11. Finalize all pre event planning (all above)	Tobi Adedeji Sarah Ash Hallie Ventsam	1/22/16	1/24/16		

12. Execute family Fun Day event, help as needed throughout day	Tobi Adedeji Sarah Ash Hallie Ventsam	2/5/16	2/5/16		
13. Present social media campaign during family fun day	Sarah Ash Challanne Finn	2/5/16	2/5/16		Introduce #FindYourElk & #WeRunRMNP to the audience

Tactic 2: Instagram, Twitter campaigns #FindYourElk, #WeRunRMNP

Action Steps	Scheduled Person (s) Responsible	Schedule Starting Date	Target Completion Date	Actual Completion Date	Remarks
1. Present social media campaign online	Tobi Adedeji Sarah Ash Hallie Ventsam	2/6/16	2/6/16		Introduce #FindYourElk & #WeRunRMNP on Instagram and Twitter
2. Implement social media campaign on social media accounts	Tobi Adedeji Sarah Ash	2/7/16	2/17/16		Implement #FindYourElk & #WeRunRMNP on Instagram & Twitter via scheduled posts on HootSuite
3. Social media campaign reminder	Tobi Adedeji Sarah Ash	3/7/16	3/7/16		Encourage more use of the social media hashtags as the seasons change

3.3 Budget

Item	Cost Per Item	Total Projected Cost	Sponsored Credit	Actual Projected Credit
Instagram Post/Hashtag	.00	.00	.00	.00
Twitter Post/Hashtag	.00	.00	.00	.00
Event Location RMNP Center	.00	.00	.00	.00
Little Caesars Large Peperoni Pizza x 10	\$6.00	\$6.00	.00	\$60.00
Little Caesars Large Cheese Pizza x 10	\$6.00	\$6.00	.00	\$60.00
Little Caesars Large Sausage Pizza x 10	\$6.00	\$6.00	.00	\$60.00
Water x 6	.09	\$3.33	.00	\$19.98
Lemonade x 2	.11	\$9.44	.00	\$18.88
Paper Plates	.02	\$6.27	.00	\$6.27
Napkins	.0066	\$3.98	.00	\$3.98
Games for the "Family Fun Day" event	.00	.00	.00	.00
Prizes for games at "Family Fun Day" event (Candy, 2 bags)	.50	\$3.73	.00	\$7.46
Presentation given to inform visitors about the Elk Management Plan	.00	.00	.00	.00
Color Flyers Half page to pass out at local schools (3 schools = 1,500 students) nearest towns 4 (Estes Park, Longmont, Loveland, Fort Collins= 500 flyers 125 per town) total flyers = 2,000	.35	\$700.00	.00	\$1,450.00
Estes Park Trail Gazette Newspaper advertisement of 8"x 5" flyer black and white- (5x's leading up to event)	\$2.00	\$10.00	.00	\$50.00
RMNP advertisement of flyer	.00	.00	.00	.00
Color Boucher(Tri-fold 8.5" x 11") to pass out to visitors during the presentation and "Family Fun Day" event	.47	\$95.00	.00	\$95.00
Total		\$889.75	.00	\$909.29
Grand Total		\$889.75	.00	\$1,831.57

Phase IV: Evaluation

In order to determine the effectiveness of this campaign, two forms of evaluation will be used; output and outcome measures. These measurement tools will help to evaluate if the communication tactics reached our target audiences. In using these evaluation techniques, room for improvement will also be determined.

4.1 Outcome Evaluations for Visitor audience and Non-visitor audience

- Create a post-campaign survey to measure if there has been a raise by 60% in awareness of RMNP's elk management plan
- Create a post-campaign survey to measure if there has been a raise in awareness about the benefits of elk culling by 25%
- Create a post-campaign survey to measure if there has been a raise in awareness about the benefits of fencing by 25%
- Create a post-campaign survey to measure if there has been a raise in positive attitudes about RMNP's elk management plan by 20%
- Create a post-campaign survey to measure if there has been an increase in positive attitudes about elk culling by 20%
- Create a post-campaign survey to measure if there has been an increase in positive attitudes about fencing for restoration of vegetation by 10%
- Count and keep track of the number of visitors compared to previous years to measure if there has been an increase in visitation to the park in response to RMNP's elk management plan by 15%
- Count number of attendees at each education seminars put on by the education department

Example of a survey question to ask about awareness of the management plan (elk culling, benefits of fencing, etc):

- On a scale from 1-10 (1 being not at all aware to 10 being extremely aware) how aware are you of the elk management plan that RMNP is implementing?

Example of a survey question to ask about positive attitude toward management plan (elk culling, benefits of fencing, etc.):

- On a scale from 1-10 (1 being not at all beneficial to 10 being extremely beneficial) how beneficial do you believe the elk management program is?

After analyzing the answers from the post campaign surveys, we can compare them to the answers from the pre campaign survey and measure the difference.

4.2 Output Evaluation

- Count how many new followers on all social media sites RMNP gained and retained 5 years after campaign end

- Count the number of visitations at the end of each year for 5 years after campaign end
- Count the number of Facebook 'check-ins' RMNP receives over the course of 5 years after campaign end
- Count the number of hashtags, #WeRunRMNP and #FindYourElk, used over the course of 5 years after campaign end
- Monitor the number of negative conversations online over the course of 5 years after campaign end

Bibliography

United States. National Park Service. "Elk & Vegetation Management Plan Fact Sheet."
National Park Service. U.S. Department of the Interior, 1 Aug. 2012. Web. 19 Oct. 2015.

United States. National Park Service. "Rocky Mountain Facts & Figures." *National Park Service*. U.S. Department of the Interior, 2012. Web. 19 Oct. 2015.

"National Survey of Fishing, Hunting, and Wildlife-Associated Recreation (FHWAR), 2011."
ICPSR Data Holdings (2013): n. pag. U.S. Census Bureau, 2011. Web. 28 Oct. 2015.

United States. National Park Service. "Rocky Mountain National Park (U.S. National Park Service)." *National Parks Service*. U.S. Department of the Interior, 13 Oct. 2015. Web. 28 Oct. 2015

"Inside Rocky." 5280. N.p., 23 May 2014. Web. 28 Oct. 2015.

"Tours." *Estes Park*. N.p., n.d. Web. 28 Oct. 2015.

United States. National Park Service. "What We Do (U.S. National Park Service)." *National Parks Service*. U.S. Department of the Interior, 13 Oct. 2015. Web. 28 Oct. 2015.

United States. National Park Service. "News (U.S. National Park Service)." *National Parks Service*. U.S. Department of the Interior, 22 Oct. 2015. Web. 28 Oct. 2015.

"Current Parents - Parent-Student Landing." *Current Parents - Parent-Student Landing*. Web. 11 Dec. 2015.

"Walmart Grocery List." Web. 11 Dec. 2015.

<<http://grocery.walmart.com/usd-estore/m/product-listing.jsp?query=water>>.

"Walmart Grocery List." Web. 11 Dec. 2015.

<<http://grocery.walmart.com/usd-estore/m/product-listing.jsp?query=paperplates>>.

"Walmart Grocery List." Web. 11 Dec. 2015.

<<http://grocery.walmart.com/usd-estore/m/product-listing.jsp?query=napkins>

"Walmart Grocery List." Web. 11 Dec. 2015.

<<http://grocery.walmart.com/usd-estore/m/product-listing.jsp?query=CANDY>

"Our Menu | Little Caesars Pizza." *Our Menu | Little Caesars Pizza*. Web. 11 Dec. 2015.

<<http://www.littlecaesars.com/OurMenu/Pizza.aspx>>.