

## **Elements of a PR Plan (i.e., RACE)**

*You must know the difference between "goals," "objectives," "strategies" and "tactics." Review the definitions in the Glossary of Terms in your study guide (p. 80).*

### **I. Define the Problem (Research)**

1. **Problem Statement** — State the problem, concern or opportunity (i.e., what's happening now?).
2. **Situational analysis (internal and external)** — What positive and negative forces are operating? Who is involved and/or affected? How are they involved and affected? Note: Be sure to use research to support your conclusions (e.g., survey of target publics, communications audit, etc.).

### **II. Statement of Goals/Planning and Programming (Action)**

3. **Program Goal** — What is the desired situation? What is the mission or purpose? (e.g., "To increase public use of mass transit").
4. **Objectives** — Specific milestones that measure progress toward achievement of the goal. What must be achieved with each public to accomplish the program goal? In other words, the objective must include "behavioral outcome," "public," "timeframe" and "level." (e.g., "To increase by 8% [level] the ridership of public transportation in the Los Angeles metro area [behavioral outcome] within the first six months [timeframe] of the communication program.")
5. **Strategies** — A general, well-thought-out tactical plan. Strategies do not indicate specific actions to achieve objectives, and there can be multiple strategies for each objective (e.g., "Demonstrate that riding public transportation to work is an attractive alternative to driving.").

### **III. Taking Action and Communicating (Communicate)**

6. **Tactics** — The specific activities conducted to implement strategies of a PR program. Tactics/tools involve the use of selected personnel, time, cost and other organization resources (e.g., "Conduct a 'Why I'd rather be riding' essay contest.").
7. **Budget & Timeline** — This is where you include your program implementation plans, such as the budget and timeline for each activity, who's doing what, etc.

### **IV. Evaluating the Program (Evaluate)**

8. **Evaluation** — How will the outcomes specified in the program goals and objectives be measured? Note: Include information about feedback and program adjustment. Also, How will the results of the evaluations be reported to program managers and used to make program changes?