



## **ATHENS-HOCKING-VINTON ALCOHOL, DRUG ADDICTION AND MENTAL HEALTH SERVICES BOARD**



# **FINAL COMMUNICATIONS AUDIT REPORT**

*Prepared by Modo Media  
January 16, 2026*

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## INTRODUCTION & PURPOSE

### AUDIENCE AND INTENT

This Communications Audit and Strategy is intended for the Athens–Hocking–Vinton Alcohol, Drug Addiction and Mental Health Services Board (ADAMHS Board), its staff, and key partners within the system of care. The purpose of this document is to provide candid, strategic guidance that supports internal decision-making, prioritization, and long-term planning related to the Board’s communications.

Because this report is internal-facing, it is intentionally direct. The findings and recommendations are meant to reflect the realities of current capacity, staffing, and community context, while identifying practical opportunities to strengthen clarity, consistency, and effectiveness over time. The goal is not to critique individual efforts, but to assess systems, structures, and practices that influence how information is shared and understood across Athens, Hocking, and Vinton Counties.

This document is designed to support the Board in fulfilling its role as a steward of public resources and a leader within the behavioral health system—helping ensure that community members, partners, and stakeholders better understand the Board’s purpose, impact, and value.

### HOW THIS BUILDS ON THE PRELIMINARY COMMUNICATIONS AUDIT

This report builds directly on the Preliminary Communications Audit delivered in December 2025. That preliminary phase focused on listening and assessment, including interviews with Board leadership and staff, conversations with partners and contract agencies, and an initial review of existing communications practices and materials.

The preliminary audit identified five core themes related to:

- Public visibility and understanding of the Board's role
- Clarity of identity, messaging, and branding
- Communications capacity and sustainability
- Partner amplification and shared messaging
- County-specific differences that affect how communication is received

Those findings established a shared understanding of current conditions, strengths, and challenges. This full Communications Audit moves the work forward by translating those themes into strategy and action.

Specifically, this report expands on the preliminary findings to:

- Define clear communications goals aligned with the Board's mission
- Identify practical structures, roles, and workflows to support sustainability
- Explore options for improving clarity around identity and messaging
- Recommend phased, prioritized actions grounded in capacity and feasibility
- Address county-specific considerations in a coordinated but flexible way

The intent is continuity, not reinvention. The recommendations in this report are rooted in what was heard during the preliminary phase and refined through deeper analysis and synthesis.

## HOW TO USE THIS DOCUMENT

This document is designed to be both strategic and practical. Board members, staff and partners may choose to read it in full or focus on specific sections most relevant to their roles.

The recommendations are organized in phases to allow flexibility. Not all actions are intended to be implemented at once. Instead, this report is meant to serve as a roadmap, supporting informed decisions about what to do now, what to plan for next, and what may be deferred based on capacity, resources, or changing conditions.

Ultimately, this Communications Audit is intended to support the Board in strengthening how it informs, educates, and engages the communities it serves - while respecting the complexity of the system of care and the realities of operating across three distinct counties.

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## PROCESS & METHODOLOGY

Describes the inputs, interviews, work sessions, and materials reviewed as part of the audit process, along with scope considerations.



## AUDIT INPUTS

This Communications Audit was informed by a review of the Board's existing communications and by direct input from people who work closely with the Board and its partners. The goal was to understand how communications are currently handled, what is working well, and where gaps or challenges exist.

As part of this process, Modo Media reviewed:

- The Board's website and public-facing materials
- Social media accounts and recent content
- Press communications, templates and outreach materials
- Existing messaging and visual elements used across platforms
- Background information related to staff roles and communications responsibilities
- Available media and outreach options across Athens, Hocking, and Vinton Counties

This review helped establish a clear picture of how information is currently shared and how the Board presents itself to different audiences.

## INTERVIEWS AND WORKING SESSIONS

In addition to reviewing materials, this audit relied heavily on conversations with people across the system of care. Modo Media conducted interviews and participated in on-site working sessions to better understand day-to-day communications realities.

These conversations included:

- 317 Board leadership and staff
- Board members
- Contract agencies and service providers
- Community partners and stakeholders

Discussions focused on practical questions, including:

- How information is shared internally and externally
- What communications tasks currently look like in practice
- Where staff and partners feel supported, and where they feel stretched
- What information community members most often misunderstand or ask about
- How communications differ across Athens, Hocking, and Vinton Counties

The purpose of these conversations was to identify common themes and shared experiences. Individual comments were considered in context and combined with other feedback to understand broader patterns. The focus was on systems and processes, not on evaluating individual roles or performance.

## **LIMITATIONS AND SCOPE ALIGNMENT**

This audit is based primarily on qualitative input gathered through interviews, work sessions, and review of existing materials. It does not include detailed analysis of web or social media analytics, public opinion surveys, or formal message testing.

The scope of this project is aligned with the Board's agreement with Modo Media and focuses on assessment, strategic guidance, and recommended approaches. The recommendations and frameworks included in this report are intended to inform decision-making and support planning, rather than prescribe specific actions or timelines. References to tools, staffing models, media strategies, or external support options are provided as considerations for the Board to evaluate and adapt based on capacity, resources, and priorities.

The findings reflect conditions at the time of the audit. Staffing changes, evolving community needs, and external factors may continue to influence communications over time. For this reason, the recommendations are designed to be practical, flexible, and adaptable, providing a realistic foundation for strengthening communications as circumstances evolve.

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## EXECUTIVE SUMMARY

### KEY FINDINGS

The Athens–Hocking–Vinton ADAMHS Board plays a critical role in coordinating, funding, and supporting behavioral health and recovery services across three counties. Through this audit process, a consistent picture emerged: the Board is highly trusted by those who work closely with it, but its role and impact are not well understood by the broader public.

Interviews and review of existing communications highlighted several key findings:

- **STRONG RELATIONSHIPS, LIMITED PUBLIC UNDERSTANDING**

The Board has built strong, collaborative relationships with providers, partners, and community stakeholders. However, many community members understand services at the agency level without clearly connecting those services back to the Board.

- **UNCLEAR PUBLIC-FACING IDENTITY**

The name “317 Board,” along with inconsistent messaging and visuals, creates confusion about what the Board does and why it exists. Even individuals familiar with behavioral health services often struggle to explain the Board’s role in plain terms.

- **COMMUNICATIONS CAPACITY IS STRETCHED**

Communications responsibilities are spread across multiple roles and handled alongside other primary duties. As a result, much of the Board’s communications work is reactive, making consistency and long-term planning difficult.

- **PARTNERS WANT TO HELP BUT LACK TOOLS**

Contract agencies and community partners are willing to share information and amplify messaging, but they often lack clear guidance, ready-to-use materials, or consistent messaging frameworks.

- **COUNTY DIFFERENCES MATTER**

Athens, Hocking, and Vinton Counties differ significantly in population, geography, media access, and communication norms. A single, uniform approach does not meet the needs of all three counties equally.

Taken together, these findings point to a system that functions well internally, but would benefit from greater clarity, structure, and coordination in how it communicates externally.

## **STRATEGIC PRIORITIES**

Based on these findings, this Communications Audit identifies several strategic priorities to guide improvement over time. These priorities are intended to be realistic and aligned with current capacity, while still supporting meaningful progress.

Key priorities include:

- **CLARIFYING THE BOARD'S ROLE IN PLAIN LANGUAGE**

Establishing clear, consistent messaging that explains what the Board does, how it supports services, and why its role matters to the community.

- **STRENGTHENING IDENTITY AND CONSISTENCY**

Improving alignment across messaging, tone, and visual presentation so the Board is more recognizable and easier to understand, without disrupting existing partnerships or legal requirements.

- **CREATING SUSTAINABLE COMMUNICATIONS STRUCTURE**

Defining roles, workflows, and expectations to reduce reliance on individual effort and support more intentional planning.

- **EQUIPPING PARTNERS TO AMPLIFY MESSAGING**

Providing partners with simple tools, guidance, and shared messaging that make it easier to share accurate information and reinforce the Board's role.

- **ADAPTING COMMUNICATION APPROACHES BY COUNTY**

Maintaining consistent core messages while allowing flexibility in channels, tone, and delivery based on local needs and realities.

These priorities form the foundation for the recommendations and implementation plan outlined in the sections that follow.

## WHAT SUCCESS LOOKS LIKE

Success for the Board's communications is not defined by volume of content or increased visibility alone. Instead, success looks like improved understanding, consistency, and coordination across the system of care.

Over time, effective implementation of this strategy would result in:

- Community members having a clearer understanding of what the Board does and how it supports behavioral health services
- More consistent messaging and presentation across platforms and materials
- Reduced strain on staff through clearer processes and expectations
- Partners feeling better equipped to share information and reinforce key messages
- Communication approaches that reflect the distinct needs of Athens, Hocking, and Vinton Counties while maintaining a unified identity

This report provides a phased roadmap to support these outcomes. Not every recommendation is intended to be implemented immediately. Rather, the strategy is designed to help the Board make informed decisions about where to focus effort, how to sequence change, and how to build stronger communications over time in a way that is sustainable and aligned with its mission.

### NOTED STRENGTHS

Across interviews and working sessions, stakeholders consistently expressed high regard for the Athens–Hocking–Vinton ADAMHS Board and its staff. Feedback highlighted a hard-working, dedicated, and deeply caring team with strong institutional knowledge and a clear commitment to the communities they serve. Many partners noted that the region is fortunate to have such an engaged Board and staff who are accessible, responsive, and trusted.

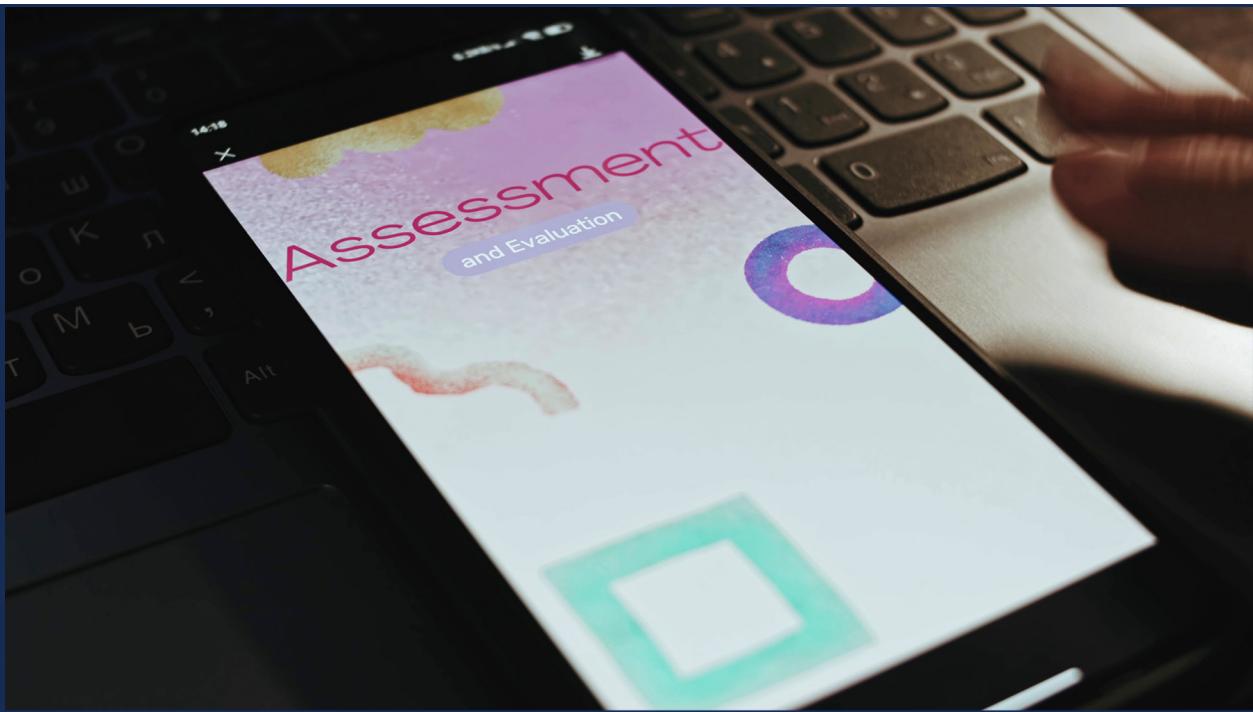
Stakeholders also pointed to the Board's effectiveness in crisis coordination and system-level collaboration, emphasizing its ability to bring partners together during high-need situations. In particular, proactive communication around grant and funding opportunities was frequently cited as timely, helpful, and well-aligned with provider needs. These practices reinforce the Board's role as a connector within the system of care and contribute to strong working relationships across Athens, Hocking, and Vinton Counties.

Together, these strengths provide a solid foundation for advancing the recommendations outlined in this audit. The intent of this work is not to replace what is already working, but to build on existing trust, experience, and leadership by strengthening communication systems, structure, and visibility in a sustainable way.



## CURRENT-STATE ASSESSMENT

Examines existing communications practices through five core themes, identifying strengths, gaps, and opportunities across counties and audiences.



# THEME 1

## VISIBILITY & PUBLIC UNDERSTANDING



The Athens–Hocking–Vinton ADAMHS Board benefits from strong relationships with providers, partners, and stakeholders across all three counties. Within the system of care, the Board is widely viewed as credible, responsive, and effective. However, outside of those direct relationships, public understanding of the Board's role remains limited. Many community members recognize individual agencies or services, but do not clearly understand how those services connect back to the Board.

Communications through social media can make the behind the scenes work public. It can tell the story of the Board, connect with providers, share the pathways to support with the community, humanize the system of care, and empower those being served.

A system of care can be overwhelming, misunderstood, or devalued by the public when communications are lacking. Strong messaging bolsters public trust and drives action.

Social media plays a vital role in public visibility. It has the power to combine intentional marketing efforts, such as engaging target audiences and conveying the value of the Athens-Hocking-Vinton ADAMHS Board, with traditional community connections increasingly taking place online, such as word-of-mouth recommendations and shareable information for stakeholders.

There are many approaches to social media, but an effective one for non-profits and mental health organizations is digital storytelling. Humans are inherently drawn to stories. They connect with people in a way that facts and information cannot. Implementing storytelling into the Board's social media marketing strategy would humanize the system of care, connect with the audience, and drive help-seeking behavior.

Social media is currently powered by photos, graphics, and videos. It is a predominantly visual medium. This provides an opportunity to share the faces of staff and those served, programs and services at work, real conversations from community members, and more. These visuals ground the concept of behavioral health in the local care of neighbors, family, and friends.

Provider spotlights clearly show who the Board contacts for services and can be trusted for quality care. Those posts give providers the ability to share to their own social accounts as well, helping connect the funding and oversight arm of the system to the staff working directly with the individuals receiving services.

An example of a provider staff spotlight would be sharing that a provider hired a school navigator to serve a new district, celebrating the work done to get help into new schools, and directing parents to this resource.

Program highlights educate the community about the services available. These kinds of posts offer residents pathways to support, often with direct calls to action. The value

of tax dollars would be clearly demonstrated to provide a solid foundation for future levy campaigns. Additional post ideas to feature are awards won by local behavioral health staff, new services being offered, and exciting expansions. The system of care would continue to be humanized and prioritized in the community.

Social media ultimately is a place where people can connect like a modern day town square. To have a more visible public presence, the Board needs a strong social media plan to tap into the town square.

## CURRENT-STATE TAKEAWAY

The Board already has access to storytelling opportunities that align well with this approach. Existing efforts, such as partnerships with entities like the Athens Photo Project, demonstrate how visual storytelling can highlight lived experience, elevate local voices, and make behavioral health more visible in the community. Building on work that is already underway provides an opportunity to strengthen public understanding without creating additional burden.

# THEME 2

## IDENTITY, NAMING, AND MESSAGE CLARITY



Across interviews and working sessions, a consistent challenge emerged related to how the Board is identified and understood by the public. While partners and stakeholders who work closely with the Athens–Hocking–Vinton ADAMHS Board expressed strong trust in its leadership and function, many noted that the Board’s public-facing identity is not clearly understood.

Findings from the preliminary audit suggest that rebranding should be approached as a strategic clarity initiative rather than a cosmetic exercise. Across interviews, a consistent theme emerged: while the Board is trusted and respected by partners and stakeholders, its public-facing identity is not clearly understood. The name “317 Board,” in particular, does not intuitively communicate the Board’s role, function, or connection to behavioral health for many community members—even those working in related fields.

This lack of clarity affects public education, stigma reduction, and awareness efforts. When community members cannot easily explain what the Board is or why it exists, it becomes more difficult to connect prevention, treatment, recovery, and funding to a unified system of care. Inconsistent messaging and visual presentation across platforms further reinforce confusion and limit recognition.

Importantly, stakeholders did not express a desire for dramatic change to the Board's mission or structure. Feedback instead pointed toward the need for clearer language, more consistent presentation, and a more accessible explanation of the Board's role. This suggests that a measured, intentional rebrand or brand refresh—focused on clarity and consistency—would be most appropriate.

## WHY THE NAME “317 BOARD” CAN BE CONFUSING

A recurring finding from the preliminary audit was that the name “317 Board” is not intuitive to the public and often creates confusion.

The number “317” does not correspond to a local area code, county identifier, or widely recognized regional reference. As a result, community members frequently assume the name refers to a phone area code or a location outside of Athens, Hocking, and Vinton Counties.

While the Board’s website explains the origin of the name, this context is not commonly known or retained by the public. In most real-world interactions, the name appears without explanation, requiring additional effort from staff, board members, and partners to clarify before the Board’s role can be discussed. This dynamic reinforces the broader need for clearer, more descriptive public-facing identity elements.

## SCOPE OF A REBRAND

Based on preliminary findings, rebranding efforts should focus on three core areas:

### NAMING AND POSITIONING

The Board should evaluate how its public-facing name is perceived and whether clarifying elements—such as a descriptive name, subtitle, or tagline—could improve understanding while maintaining continuity. Any changes should prioritize plain language, accessibility, and immediate clarity about the Board’s purpose.

### MESSAGING FRAMEWORK

A rebrand should establish a consistent messaging framework that clearly explains:

- What the Board is
- What role it plays in the behavioral health system
- How it supports prevention, treatment, recovery, and access to care
- How its work connects to agencies and services the public already recognizes

This framework should remain consistent across counties while allowing for localized tone and delivery.

## VISUAL IDENTITY AND CONSISTENCY

Visual elements—including logo usage, typography, color palette, and layout—should be reviewed and standardized to support recognition and trust. The emphasis should be on simplicity and consistency rather than complexity.

## WHAT REBRANDING DOES NOT INVOLVE

Based on stakeholder feedback, rebranding does not require:

- Changes to the Board's mission, governance, or statutory responsibilities
- Alteration of the Board's legal name for official, contractual, or regulatory purposes
- A departure from existing relationships or credibility
- Complex or costly systems that are difficult to sustain with current capacity

The focus should remain on clarity, sustainability, and alignment with available resources.

## TIMELINE CONSIDERATIONS

Rebranding should be approached as a phased process rather than a single deliverable. A realistic timeline typically spans 4–6 months, depending on scope and capacity.

*(These timeframes are illustrative and intended to reflect sequencing rather than fixed deadlines.)*

### PHASE 1: DISCOVERY AND ALIGNMENT (4–6 WEEKS)

- Confirm rebranding goals and scope
- Review stakeholder feedback
- Assess naming, messaging, and visual identity needs
- Align internally on direction

### PHASE 2: BRAND DEVELOPMENT (6–8 WEEKS)

- Refine or confirm public-facing name and positioning
- Develop messaging framework
- Update or refine visual identity elements
- Create foundational brand guidelines

## PHASE 3: APPLICATION AND PREPARATION (6-8 WEEKS)

- Apply updates to priority materials (website, templates, partner tools)
- Develop ready-to-use partner assets
- Prepare internal and board-facing talking points

## PHASE 4: SOFT LAUNCH AND ROLLOUT (4-6 WEEKS)

- Introduce updated identity through existing channels
- Support partners in sharing consistent messaging
- Monitor feedback and make adjustments

## RISKS AND CONSIDERATIONS

### LEGAL AND STATUTORY IDENTITY

The Board's official legal name—the Athens–Hocking–Vinton Alcohol, Drug Addiction and Mental Health Services Board—should remain unchanged for all statutory, contractual, and regulatory purposes. Rebranding should be limited to public-facing communications and education.

### PUBLIC TRUST AND CONTINUITY

Changes should be framed as efforts to improve clarity and understanding, not to redefine the Board. Emphasizing continuity of mission and purpose will be essential to maintaining trust.

### STAKEHOLDER CONFUSION DURING TRANSITION

Clear transitional language and consistent talking points will be necessary to reduce short-term confusion. A phased rollout focused on explanation rather than promotion will help reinforce understanding.

### CAPACITY AND SUSTAINABILITY

Rebranding decisions must reflect current communications capacity. Systems should be simple, repeatable, and easy to maintain over time.

### PARTNER ALIGNMENT AND CO-BRANDING

Clear guidance and ready-to-use assets will help partners represent the Board consistently and reduce fragmented messaging.

### COUNTY-SPECIFIC SENSITIVITIES

Messaging and presentation should remain adaptable to local communication norms across Athens, Hocking, and Vinton Counties.

## COST AND RESOURCE CONSIDERATIONS

Rebranding will require a meaningful investment of time and financial resources, particularly if the Board engages external support to develop a clarified identity system. While this investment may feel significant relative to current communications spending, it should be evaluated in terms of long-term value. A well-developed identity can reduce inefficiencies, minimize ad hoc design and messaging, and lower ongoing communication burden. A phased approach allows the Board to manage cost while prioritizing high-impact materials.

## CURRENT-STATE TAKEAWAY

The preliminary audit indicates that rebranding represents an opportunity to clarify - not redefine - the Board's identity. A strategic, phased rebrand focused on naming clarity, consistent messaging, and accessible visual presentation can strengthen public understanding, support education and stigma reduction efforts, and reinforce the Board's trusted role within the behavioral health system. Approached thoughtfully, rebranding can align the Board's strong behind-the-scenes impact with a clearer, more visible public presence while remaining realistic about capacity and sustainability.

## THEME 3 COMMUNICATIONS CAPACITY, STRUCTURE, AND SUSTAINABILITY



Across interviews with Board leadership and staff, a consistent theme emerged related to communications capacity. While there is a strong commitment to sharing information and supporting partners, communications responsibilities are currently distributed across multiple roles and managed alongside other primary duties. As a result, much of the Board's communications work is reactive rather than planned, making consistency and long-term sustainability difficult.

A common cultural misconception about content marketing is that it is easy and doesn't need many resources. But when any marketing channel is implemented as part of a strategy, it deserves the time and effort needed to be successful.

Content marketing takes time, planning, and consistency to achieve strategic goals. Regular social media tasks include planning, writing, and scheduling content on various topics across multiple accounts; monitoring engagement; checking inboxes daily to respond to private messages and comments; sourcing graphics and content; and measuring performance to make necessary adjustments. Email marketing tasks include planning, writing, and formatting emails in the chosen platform; managing lists and audiences; sending test campaigns for approval and edits; and tracking open rates and overall performance.

When paid social ads are being run, the workload for these tasks increases. Organic

(unpaid) social media posts will often need to coordinate with ad campaigns. Ads increase impressions and reach, leading to more messages needing to be managed. Email marketing will also often increase with ad campaigns to ensure cross-channel high frequency. The more frequently a person is exposed to a campaign, the more likely they are to take action.

Social media ad campaigns require technical proficiency and efficient time management. That includes creating ads with copy and creative, building target audience parameters, managing budgets and schedules, monitoring performance and budget spend, and making optimization adjustments.

Currently, several Board staff members across multiple roles manage the social media accounts as workflows allow. Social media needs routine publishing schedules, consistent messaging and brand voice, and regular time periods in a daily capacity for management. These two realities are at odds, limiting the effectiveness of social media efforts. Increased communication will only stress the internal system further without corresponding support or structure.

These challenges are not the result of a lack of effort or engagement. Rather, they reflect limited capacity and the absence of a centralized structure to support sustained communications work. Without clearer roles and expectations, the burden of communications falls unevenly on individuals and competes with other critical responsibilities.

When a team manages content marketing, a point person or project manager is still needed to direct those efforts.

Internal management of content marketing for the Board could move in one of two directions to become more sustainable and effective: establishing an internal communications or marketing position, or designating a clear internal lead among existing staff. An internal communications role would allow for centralized oversight of messaging, publishing schedules, and coordination across platforms. Alternatively, a designated lead within a shared-responsibility model could provide consistency in voice and priorities while coordinating contributions across roles.

External management through a marketing or communications partner is another viable option for supporting more comprehensive content development and campaign execution. Under this model, the Board would still benefit from identifying an internal point of contact responsible for coordination and decision-making. Regardless of the approach, clearly defined ownership and communication flow are essential to ensuring consistency, efficiency, and alignment with the Board's goals.

For example, one ADAMHS Board Modo Media works with has one staff member designated as the main point of contact for its agency regarding all content. Another Board has multiple staff members in charge of different items, such as newsletter topic planning and approval, local items to be shared on social media, job postings, and other administrative items. Most of those team members work with the partner agency on tasks that best align with their roles on the Board. For example, if a staff member's main role is youth services, they would be the best point person for a school newsletter or any youth-related social media content.

Regardless of the Board's decision for marketing partnerships, internal systems with clearly defined roles will be needed to make content marketing and social media advertising successful, and ultimately public communications a priority.

Content marketing should balance sustained consistency with innovation and trend discovery. That takes time and room for creative and strategic planning. When prioritization and best practices are put in place, public communications will be strengthened to achieve current goals.

## **CURRENT-STATE TAKEAWAY**

The Board's communications efforts depend heavily on individual effort and informal workflows, which limits consistency and increases strain on staff. Strengthening capacity through clearer roles, defined ownership, and realistic expectations is essential to making public communications sustainable and effective across Athens, Hocking, and Vinton Counties.



## **THEME 4** **PARTNERS WANT TO AMPLIFY** **MESSAGING BUT LACK TOOLS**

The Board needs to control its messaging to define its role across the three counties. Creating more graphics and videos for its social channels and contract agencies is essential. Leading the behavioral health messaging and building its voice will establish the Board as the leader of the behavioral health system. This will give partners a unified message to share across many communities in the service area. As trusted messengers in these communities, partners are a valuable arm of communications and marketing to residents.

The Board maintains a Facebook page and a YouTube channel. Staff regularly update Facebook, but the YouTube channel's last upload was over two years ago. Recommendations include uploading more videos to YouTube, creating YouTube Shorts from those videos, producing more localized content aligned with strategic goals, sharing more provider content directly, and, when possible, creating ads to boost impressions and CTAs (calls to action) on both channels.

Along with optimizing both platforms, launching an Instagram account is a strategic next step. As Instagram is owned and operated by Meta, the same parent company as Facebook, both accounts can be managed in one platform and harnessed for paid advertising. Instagram will be a valuable tool in reaching younger target audiences and harnessing the popular Reels for video content. This platform will enable other partners, primarily on Instagram, to engage with and share Board content. These three platforms will set a solid foundation for additional social media platforms, should they make sense for marketing goals.

The Facebook page publishes toolkit content from SAMHSA and other trustworthy sources. It most regularly shares posts from the Ohio Department of Behavioral Health, other federal and state organizations, and local providers. These are valuable posts that should continue, but the Board must increase original content production to keep that local connection. Providing partners with ready-to-share graphics and videos will keep messaging unified and reinforce the Board's identity.

## **PARTNER-FRIENDLY CONTENT AND SHARED ASSETS**

Partners consistently described a desire for ready-to-use content that could be easily shared without requiring additional time or interpretation. Examples of partner-friendly content include:

- Shareable graphics and images
- Pre-written captions or short descriptions
- Press releases or media-ready language
- Program highlights and impact stories
- Clear explanations of the Board's role that partners can confidently repeat

When these types of assets are available, partners are more likely to participate in amplification efforts. They reduce the burden on individual agencies and help ensure that messaging remains accurate, consistent, and aligned with the Board's goals.

Several stakeholders noted that when content is easy to share and clearly branded, it feels supportive rather than prescriptive. Partners do not want additional work added to already full schedules. Instead, they want tools that make it easier to participate without needing to create content from scratch.

## **SOCIAL MEDIA AS AN AMPLIFICATION HUB**

The Board effectively amplifies provider messaging on Facebook. The next step is enabling providers and partners to broadcast the Board's unified messages. Rather than functioning as a standalone communications channel, social media can serve as a central hub for amplification.

In this model, the Board retains responsibility for core messaging and content creation, while partners contribute reach and local credibility through sharing and reposting. Social media becomes a point of connection rather than a burden. Stakeholders emphasized that this shared approach works best when expectations are clear and participation is optional, allowing partners to engage in ways that align with their audiences and capacity.

## **PLATFORMS AND PRACTICAL USE**

Different platforms offer different strengths for partner amplification. Social media platforms such as Facebook and Instagram are well suited for sharing program updates, event information, and visual storytelling. Email newsletters remain an important channel for more detailed information and for reaching audiences who may not engage on social media. Press releases and earned media continue to play

a role in reinforcing key messages and elevating important announcements.

Rather than attempting to be everywhere at once, partners expressed a preference for a focused approach that prioritizes platforms already in use and supports them with consistent, high-quality content.

## LEARNING FROM PEER BOARD MODELS

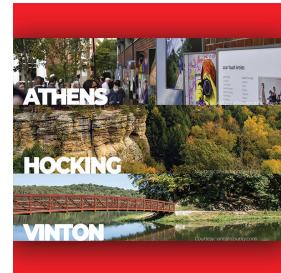
Modo Media has supported other Mental Health & Recovery Services Boards in developing partner toolkits for initiatives such as levy education, opioid response efforts, and public awareness campaigns. In those cases, providing partners with shared messaging, visuals, and guidance made it easier for agencies to participate and helped reinforce consistent public understanding of the system of care.

A similar approach could be adapted to fit local capacity and needs. Importantly, these models emphasize clarity and usability rather than complexity, allowing partners to engage without creating additional burden.

## CURRENT-STATE TAKEAWAY

Partners across Athens, Hocking, and Vinton Counties are eager to help amplify the Board's messaging but lack consistent tools and guidance to do so effectively. Without shared assets, amplification depends on individual effort and interpretation, limiting reach and consistency. Establishing a more intentional, partner-friendly approach to shared content represents a high-impact opportunity to extend the Board's voice while respecting partner capacity and autonomy.

# THEME 5 COUNTY-SPECIFIC COMMUNICATION CONSIDERATION



While the Athens–Hocking–Vinton ADAMHS Board serves a unified mission across three counties, interviews and working sessions made clear that each county presents distinct communication realities. Differences in population density, geography, media access, and community culture shape how information is received, shared, and trusted. A single communication approach does not resonate equally across all three counties.

Stakeholders consistently emphasized that effective communication depends not only on what is being said, but how and where it is delivered. Messaging that feels relevant and effective in one county may feel distant, inaccessible, or ineffective in another if local context is not considered.

## DIFFERENCES IN SOCIAL MEDIA USE AND INTERNET ACCESS

Social media use varies by county and can inform targeted messaging. For instance, an Athens County resident may check Instagram and YouTube often, while someone in Vinton County may check Facebook only weekly.

While the Board will need a unified message and voice, one static message may not resonate equally across regions and counties. Using variations within the same voice can help tailor each campaign to its target audience. Changes in language or imagery can help reach the target audience for each post or platform. For example, the caption / post language for the same graphic might be different between Facebook and Instagram. Or the video for the same campaign shared on Facebook could differ from the one shared on YouTube.

The most effective way to tailor outreach by county on social media is through paid advertising. Organic (unpaid) posts cannot target specific audiences. Paid ads, however, can reach target counties, cities, or zip codes, enabling a customized campaign. Athens County residents will see different ads than those in Hocking or Vinton. This allows the Board to connect with residents as effectively as possible.

Paid social media ads offer opportunities for personalized messaging. The Board could focus marketing dollars on social media ads in Athens County—where digital channels are most relevant—and use traditional media in Hocking or Vinton County, such as billboards, flyers, or radio ads. But rural counties should not be overlooked when it comes to social media advertising. Rural areas have strong community connections that can spread a campaign rapidly, especially when shared by trusted community organizations and individuals. Once a story or image captures interest, engagement and impressions soar. This makes the targeted approach all the more important.

Regardless of how marketing dollars are divided, social media ads remain one of the most impactful ways to customize messaging for greater effectiveness.

## TRADITIONAL MEDIA AND TRUSTED LOCAL CHANNELS

Several stakeholders noted that in parts of Vinton County, online communication alone is not sufficient to reach residents consistently. While social media remains useful, it cannot be relied upon as the primary or exclusive channel for public communication. This reality requires the Board to consider additional outlets that better reflect how information travels locally.

In areas of counties with limited internet access, traditional media continues to play a critical role. Local newspapers and radio stations were frequently cited as trusted and accessible sources of information, particularly for older residents and those in rural areas. Stakeholders emphasized that these outlets remain effective for sharing public information, service updates, and community resources.

Beyond formal media, trusted community institutions were repeatedly identified as important communication channels. Churches, faith-based organizations, libraries, and community centers often function as information hubs, especially in smaller or rural communities. Posting flyers, sharing printed materials, or providing information through these networks can be an effective way to reach residents who may not

engage regularly online.

Schools were also identified as key community connectors across all three counties. For many families, schools serve as central points of contact and trusted sources of information. Communications that flow through schools—whether through newsletters, backpack mail, or family outreach—can extend reach and reinforce awareness of available supports, particularly for prevention and youth-focused services.

## ONE VOICE, MULTIPLE COMMUNITIES

Interview feedback reinforced that a single, centralized “voice” does not always translate evenly across regions. While consistency in messaging is important, tone, format, and channel selection must remain flexible to reflect local norms and access realities.

This does not suggest fragmented messaging or separate identities by county. Instead, it points to the need for a shared core message that can be adapted in language, imagery, and delivery method. Without this flexibility, communications risk excluding portions of the population simply because messages are delivered through channels they cannot easily access.

Modo Media’s experience working with Mental Health & Recovery Services Boards serving counties with varying levels of rurality has shown that campaigns often require different imagery, phrasing, and media placement to be effective. In some cases, digital-first approaches work well; in others, print, radio, or in-person distribution is essential to achieve comparable reach and understanding.

## LOCAL RELEVANCE WITHIN A CENTRALIZED STRATEGY

Stakeholders expressed a desire for communications that feel both coordinated and locally relevant. Centralized messaging provides clarity, consistency, and efficiency, but local relevance builds trust and ensures information reaches people where they are.

Balancing these needs requires clear distinction between:

- Core messages that remain consistent across all counties, and
- Local execution that adapts delivery based on media access, trusted institutions, and community habits

When local relevance is missing, messaging can feel distant or overly institutional. When central coordination is missing, messaging can become fragmented or inconsistent. The opportunity for the Board lies in designing communications that respect these differences while reinforcing a shared identity and purpose.

## CURRENT-STATE TAKEAWAY

Athens, Hocking, and Vinton Counties each have distinct communication environments shaped by media access, geography, and trusted local institutions. While the Board's mission and core messaging should remain consistent, effective communication requires flexibility in platforms, formats, and placement—including the use of traditional media, schools, and community-based outlets where digital access is limited. Recognizing and planning for these differences is essential to improving reach, relevance, and equity across all three counties.

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## STRATEGIC FRAMEWORK

Establishes shared communication goals, priority audiences, message hierarchy, and clarity around the Board's role within the system of care.



The findings outlined in the Current-State Assessment point to a clear need for greater clarity, consistency, and coordination in how the Board communicates. This Strategic Framework establishes shared direction for future communications by defining core goals, primary audiences, messaging priorities, and the distinct role of the Board within the broader system of care.

This framework is intended to guide decisions across platforms, counties, and initiatives. It provides a foundation that supports flexibility in execution while ensuring alignment with the Board's mission and capacity.

## **CORE COMMUNICATION GOALS**

Based on the audit findings, the Board's communications efforts should be guided by the following core goals:

- **IMPROVE PUBLIC UNDERSTANDING OF THE BOARD'S ROLE**

Ensure community members can easily understand what the Board is, why it exists, and how it supports behavioral health services across Athens, Hocking, and Vinton Counties.

- **SUPPORT EDUCATION AND STIGMA REDUCTION**

Use clear, accessible messaging to normalize conversations around mental health, substance use, and recovery, and to reinforce that help is available locally.

- **STRENGTHEN TRUST AND TRANSPARENCY**

Reinforce confidence in public funding, governance, and stewardship by clearly communicating how resources are used and how services are coordinated.

- **EQUIP PARTNERS TO SHARE CONSISTENT INFORMATION**

Provide shared messaging and tools that make it easier for agencies and partners to accurately represent the system of care and the Board's role within it.

- **CREATE SUSTAINABLE COMMUNICATION PRACTICES**

Align goals with realistic capacity so communications can be maintained consistently over time without placing undue strain on staff.

These goals prioritize clarity and sustainability over volume, ensuring communications remain purposeful and achievable.

## PRIMARY AUDIENCES

The Board's communications serve multiple audiences, each with different needs and levels of familiarity with the system of care. Effective communication requires recognizing these differences and tailoring delivery accordingly.

Primary audiences include:

- **Community members and residents** across all three counties, including individuals seeking services and those supporting family members
- **Providers and contract agencies** delivering prevention, treatment, recovery, and support services
- **Community partners**, including schools, faith-based organizations, local governments, and nonprofits
- **Board members and staff**, who serve as ambassadors and points of contact within their communities

While messaging may be adapted by audience, maintaining a shared understanding of the Board's role across all groups is essential.

## MESSAGE HIERARCHY

To support clarity and consistency, the Board's communications should follow a clear message hierarchy that can be adapted across platforms and counties.

At the highest level:

- **WHAT THE BOARD IS**

The Board plans, funds, and oversees mental health and substance use services across Athens, Hocking, and Vinton Counties.

- **WHY THE BOARD EXISTS**

To ensure residents have access to prevention, treatment, recovery, and crisis services that support health and well-being.

- **HOW THE BOARD WORKS**

By partnering with local agencies and organizations to coordinate services, direct public funding, and respond to community needs.

- **WHAT THIS MEANS FOR THE COMMUNITY**

Services are available locally, coordinated across systems, and supported through responsible stewardship of public resources.

This hierarchy is intentionally simple. Plain-language explanations should take priority over technical or regulatory terminology when communicating with the public.

## ROLE OF THE BOARD VS. ROLE OF AGENCIES

A recurring theme throughout the audit was confusion about the distinction between the Board and the agencies that deliver services. Clarifying this distinction is critical to improving public understanding.

The Board's role is to:

- **Plan and coordinate the system of care**
- **Allocate and oversee public funding**
- **Set priorities based on community need**
- **Support prevention, treatment, recovery, and crisis services across the region**
- **Provide leadership, accountability, and transparency**

Agencies' roles are to:

- **Deliver direct services to individuals and families**
- **Engage clients and communities directly**
- **Implement programs and interventions funded by the Board**

Effective communications should reinforce this relationship rather than blur it. The Board should not attempt to replace agency voices, and agencies should not be expected to explain the Board's role without support. Instead, communications should clearly show how the Board and agencies work together as part of a coordinated system of care.

## STRATEGIC FRAMEWORK TAKEAWAY

This Strategic Framework provides a shared foundation for improving communications across Athens, Hocking, and Vinton Counties. By focusing on clear goals, defined audiences, plain-language messaging, and a well-articulated role within the system of care, the Board can strengthen public understanding while supporting partners and respecting internal capacity. The sections that follow translate this framework into specific recommendations and phased implementation steps.

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## RECOMMENDATIONS BY THEME

Presents actionable, capacity-aware recommendations aligned to each audit theme, including cross-cutting guidance on staffing, branding, and media use.



The recommendations below translate the findings from the Current-State Assessment and Strategic Framework into actionable direction. They are designed to address the Board's current communications realities, including the gap created by the departure of a dedicated communications staff member.

These recommendations are intended to be *phased and flexible*. Not all actions need to occur at once, and several can be scaled based on staffing, budget, and organizational readiness.

## THEME 1: VISIBILITY & PUBLIC UNDERSTANDING

### **Recommendation 1.1: Establish a consistent public-facing narrative for the Board**

Develop a clear, plain-language explanation of what the Board is, what it does, and why it matters. This narrative should be used consistently across platforms, materials, and partner communications to reduce confusion and improve public understanding.

### **Recommendation 1.2: Prioritize storytelling that makes the system of care visible**

Use storytelling to highlight people, programs, and partnerships already doing meaningful work. Visual and narrative content should reinforce that behavioral health services are local, coordinated, and accessible.

### **Recommendation 1.3: Align visibility efforts with realistic capacity**

Focus on sustainable communication practices rather than volume. Visibility efforts should reflect available staffing and support to avoid overextension or burnout.

## THEME 2: IDENTITY, NAMING, AND MESSAGING CLARITY

### **Recommendation 2.1: Clarify the Board's public-facing identity and language**

Establish consistent terminology and positioning that clearly explains the Board's role. This may include descriptive language, taglines, or supporting explanations that improve clarity without changing the Board's legal name.

### **Recommendation 2.2: Develop a basic brand guide to support consistency**

Create a brand guide that defines how the Board presents itself publicly. This should include guidance on logo usage, color palette, typography, tone of voice, and writing style, as well as how these elements apply across social media, the website, print materials, and partner-facing content.

Even if a full rebrand is not pursued, a brand guide would address current inconsistencies and support clearer, more recognizable communication across platforms and counties.

**Recommendation 2.3: Evaluate rebranding as a phased, strategic option**

If pursued in the future, approach rebranding as a tool for clarity and consistency rather than a cosmetic change. Any rebranding effort should be phased, capacity-aware, and supported by clear internal alignment.

**THEME 3: COMMUNICATIONS CAPACITY, STRUCTURE, AND SUSTAINABILITY****Recommendation 3.1: Reestablish clear ownership of communications responsibilities**

The Board should reestablish a defined communications function, recognizing the gap created by the departure of a dedicated communications staff member. This role is essential to coordinating messaging, maintaining consistency, and managing workflows.

**Recommendation 3.2: Determine an internal or external communications model**

To support sustainability, the Board should consider two primary options:

- **Hiring or designating an internal communications staff member** whose primary responsibility is managing communications, or
- **Engaging an external communications partner** to manage strategy, content, and execution.

Under either model, the Board must designate an internal point person responsible for providing information, approving content, and ensuring alignment with Board priorities.

**Recommendation 3.3: Establish a clear communications flow**

Define how information moves from staff and partners into communications channels. A clear flow for submitting content, approving materials, and scheduling communications will reduce friction and improve consistency regardless of staffing model.

**Recommendation 3.4: Align scope of communications with available resources**

Avoid expanding channels or output without corresponding support. Communications expectations should be realistic and matched to staffing and partner capacity.

## THEME 4: PARTNER AMPLIFICATION AND SHARED MESSAGING

### Recommendation 4.1: Develop partner-ready communication tools

Create shared assets such as graphics, captions, talking points, and media-ready language that partners can easily use and adapt.

### Recommendation 4.2: Position Board channels as the source for amplification

Use the Board's platforms to establish clear, consistent messaging that partners can reshare or reference, reducing the need for partners to create content independently.

### Recommendation 4.3: Support partner participation without mandates

Encourage amplification through optional, flexible tools. Partners should be empowered, not required, to participate.

### Recommendation 4.4: Celebrate partner funding successes

Encourage optional amplification of partner grant awards through social media or press outreach, with partner approval. This approach supports positive public awareness, reinforces collaboration, and highlights new resources coming into the region without adding burden to partners.

## THEME 5: COUNTY-SPECIFIC COMMUNICATION CONSIDERATIONS

### Recommendation 5.1: Maintain consistent core messaging across all counties

Ensure that the Board's role, purpose, and values are communicated consistently regardless of county or channel.

### Recommendation 5.2: Adapt execution to local access and trusted channels

Allow flexibility in imagery, language, media placement, and distribution methods to reflect county-specific realities, including the use of traditional media, schools, and community-based outlets.

### Recommendation 5.3: Plan communications with equity of access in mind

Use a mix of digital and non-digital channels to ensure information reaches residents in areas with limited internet access.

## STRATEGIC USE OF PAID MEDIA

Several findings from the audit point to the need for greater reach and consistency than organic communication alone can provide. While social media and partner amplification are valuable tools, relying solely on unpaid channels limits visibility—particularly in counties with uneven internet access or where trusted information is shared through traditional outlets.

The Board should consider the strategic use of paid media to support key communications goals, including:

- Increasing public understanding of the Board's role
- Supporting major awareness or education campaigns
- Reaching audiences who may not engage through digital platforms alone
- Ensuring equitable access to information across counties

Paid media may include a mix of:

- Social media advertising
- Digital display or video placements
- Local radio and print advertising
- Outdoor placements such as billboards, where appropriate

Rather than continuous spending, paid media should be used intentionally to support specific campaigns or priority messages. Campaign-based approaches allow the Board to focus resources, evaluate impact, and adjust strategies without creating ongoing financial obligations.

Importantly, paid media efforts should align with existing capacity. Campaigns are most effective when paired with clear messaging, defined ownership, and adequate support for content creation and management.

## RECOMMENDATIONS SUMMARY

Taken together, these recommendations emphasize clarity, structure, sustainability, and equity. They acknowledge the Board's current staffing realities, support partners without adding burden, and provide a framework for both organic and paid communications efforts. By addressing visibility, identity, capacity, partner amplification, and county-specific needs in a coordinated way, the Board can strengthen public understanding and trust over time.

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## IMPLEMENTATION FRAMEWORK

Outlines a sequenced approach for implementing recommendations, focusing on logical progression rather than fixed timelines.



This section outlines a sequenced implementation framework, not a fixed schedule. The phases below describe the order in which work should occur and how decisions build on one another. Specific timing, ownership, and pacing are addressed in the proposed implementation timeline provided separately.

This approach allows the Board to move forward intentionally while remaining flexible to staffing, capacity, and funding considerations.

## **PHASE 1: FOUNDATION AND DECISION-MAKING**

### **PURPOSE:**

Re-establish communications ownership, stabilize systems following staffing changes, and address foundational clarity issues before expanding activity.

### **KEY FOCUS AREAS INCLUDE:**

- **DETERMINING A COMMUNICATIONS MANAGEMENT MODEL**
  - Decide whether to hire an internal communications position or engage an external communications entity
  - Regardless of model, designate an internal point person responsible for approvals, coordination, and information flow
- **ESTABLISHING APPROVAL AND COMMUNICATION FLOW**
  - Define how content is proposed, reviewed, approved, and distributed
  - Clarify roles between staff, leadership, and any external support
- **CREATING CONSISTENCY WITHOUT REBRANDING**
  - Develop a brand guide for the current brand (non-logo) to standardize fonts, colors, writing style, tone, and usage across platforms
  - Ensure alignment across social media, website content, print materials, and partner-facing assets
- **STRENGTHENING BASELINE COMMUNICATIONS SYSTEMS**
  - Implement a social media content calendar
  - Expand or refine use of existing platforms where capacity allows
  - Begin using existing materials, such as the Annual Report, as content sources
- **INITIATING IDENTITY CLARIFICATION WORK**
  - Begin exploration of the Board's public-facing name and positioning
  - Use surveys or outreach efforts to gather feedback and build newsletter lists

- **IMPROVING MEDIA AND PARTNER READINESS**

- Establish or refine press and media contact lists
- Identify opportunities for partner logo usage and co-branded assets

**OUTCOME:**

Clear ownership, consistent baseline presentation, and defined systems to support sustainable communications.

## **PHASE 2: EXPANSION AND PUBLIC-FACING ALIGNMENT**

**PURPOSE:**

Build on foundational systems to expand visibility, improve clarity, and strengthen public-facing communications.

**KEY FOCUS AREAS INCLUDE:**

- **ADVANCING IDENTITY AND BRANDING WORK**

- Implement a full rebranding effort, if approved, including a logo package and guidance for partners and media
- Ensure rollout prioritizes clarity and continuity

- **STRENGTHENING DIRECT COMMUNICATION CHANNELS**

- Launch or formalize a Board newsletter
- Continue expanding content across prioritized platforms

- **IMPROVING DIGITAL AND MEDIA PRESENCE**

- Develop and launch a new website aligned with updated messaging, branding, and visual standards
- Establish an Instagram account to support visual storytelling, reach younger audiences, and complement existing social media efforts
- Revamp the existing YouTube channel to align with branding and storytelling goals, including improved visual consistency, clearer organization, and the regular addition of educational and storytelling video content

- **DEEPENING STORYTELLING AND OUTREACH**

- Create a “Who Are We” video series explaining the Board’s role
- Develop video content highlighting Athens, Hocking, and Vinton Counties
- Share stories that reflect local needs, impact, and collaboration

- **TARGETED OUTREACH INITIATIVES**

- Develop campaigns focused on youth and youth-serving systems

- Incorporate perspectives from first responders and law enforcement to highlight community need and system impact
- Campaign-based paid media efforts may be introduced as capacity and systems mature, particularly to support high-priority messages or county-specific outreach needs.

**OUTCOME:**

Stronger public understanding of the Board's role, improved visibility across counties, and expanded engagement through multiple channels.

## **PHASE 3: LONG-TERM GROWTH AND COMMUNITY INTEGRATION**

**PURPOSE:**

Strengthen long-term reach, equity, and sustainability through deeper community integration and expanded investment.

**KEY FOCUS AREAS INCLUDE:**

- **EXPANDING TRUSTED COMMUNITY DISTRIBUTION CHANNELS**
  - Increase engagement with schools, churches, and other community-based institutions
  - Strengthen non-digital outreach where access is limited
- **EVALUATING AND INCREASING INVESTMENT IN COMMUNICATIONS**
  - Assess current marketing spend and determine whether increased investment is appropriate
  - Explore grants that support advertising, outreach, and communications management
- **REFINING AND ELEVATING CORE MATERIALS**
  - Reformat and enhance the Annual Report for broader public use and storytelling
  - Continue refining systems based on lessons learned

**OUTCOME:**

A mature, sustainable communications approach that reflects county-specific realities, supports long-term goals, and strengthens public trust.

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## MEASUREMENT, EVALUATION, AND ONGOING REVIEW

Defines practical approaches to measuring communications effectiveness and ensuring strategies remain responsive and sustainable over time.



Effective communications require regular reflection and adjustment. Measurement should support learning and decision-making, not create additional burden. For the Athens–Hocking–Vinton ADAMHS Board, evaluation practices should be simple, realistic, and aligned with available capacity.

The purpose of measurement is not to track every metric, but to understand whether communications are improving clarity, reach, and understanding over time.

## GUIDING PRINCIPLES FOR MEASUREMENT

Communications measurement should:

- Be manageable and repeatable
- Focus on trends rather than isolated data points
- Support continuous improvement, not compliance
- Be used to inform decisions about effort, not to evaluate individual performance

A small number of consistent indicators will provide more value than complex or infrequent reporting.

## KEY INDICATORS TO MONITOR

Depending on platforms and capacity, the Board may consider tracking:

### Digital Engagement

- Website traffic trends and top-viewed pages
- Social media reach, engagement, and follower growth
- Performance of visual storytelling and video content

### Audience Growth and Reach

- Newsletter subscriptions and open rates
- Engagement with shared or amplified partner content
- Growth in reach across counties over time

### Message Clarity

- Common questions received from the public or partners
- Feedback from staff, Board members, and agencies about understanding of the Board's role
- Reduction in repeated clarification requests

### Partner Participation

- Frequency of partner content sharing

- Use of shared assets or toolkits
- Informal partner feedback on usability and relevance

These indicators should be reviewed periodically and used to guide refinements rather than to establish benchmarks or quotas.

## REVIEW AND ADJUSTMENT

Communications strategies should be revisited regularly to ensure they remain aligned with Board priorities, capacity, and community needs. This may include:

- Periodic internal check-ins to review what is working well
- Adjustments to messaging, platforms, or frequency based on feedback
- Reassessment of staffing or external support needs as communications evolve

Ongoing review should be viewed as a normal part of communications work, not a sign that strategies are failing.

## DOCUMENTATION AND KNOWLEDGE RETENTION

As communications systems mature, documenting processes and decisions will help maintain consistency over time. This includes:

- Maintaining updated messaging and brand guidance
- Documenting workflows and approval processes
- Keeping records of key campaigns, tools, and assets

Clear documentation supports continuity during staff transitions and reduces reliance on institutional memory.

## MEASUREMENT AND REVIEW TAKEAWAY

Sustainable communications depend on simple, consistent evaluation practices. By focusing on clarity, reach, and usability - and by reviewing progress regularly - the Board can strengthen its communications over time without increasing strain on staff or partners. Measurement should support confidence, adaptability, and long-term effectiveness.

# APPENDIX A: PROPOSED IMPLEMENTATION TIMELINE

This proposed timeline outlines a sequenced approach to strengthening communications for the Athens–Hocking–Vinton ADAMHS Board. It is intended to support planning and discussion and should be adjusted as staffing, resources, and priorities evolve.

## PHASE 1: INITIAL FOUNDATION AND PLANNING (0–6 MONTHS)

### COMMUNICATIONS STRUCTURE AND DECISION-MAKING

**Determine whether communications will be managed by:**

- An internal communications position, or
- An external communications partner

**Designate an internal point person responsible for coordination, approvals, and information flow**

**Establish a clear process for review and approval of communications assets**

### BRAND AND MESSAGING FOUNDATIONS

**Develop a brand guide for the current brand (non-logo), including:**

- Fonts and color usage
- Tone of voice and writing style
- Basic visual consistency guidelines across platforms

**Begin exploration of the Board's public-facing name and positioning**

- Use surveys or outreach to gather feedback
- Leverage this process to grow newsletter contact lists

### BASELINE COMMUNICATIONS SYSTEMS

**Create a social media content calendar**

**Establish or expand use of additional platforms where appropriate:**

- Launch an Instagram account focused on visual storytelling and youth reach
- Audit the existing YouTube channel and identify gaps in branding, structure, and content

**Begin repurposing existing materials (e.g., Annual Report) for digital content**

## MEDIA AND PARTNER READINESS

Develop or refine a press and media contact list

Identify opportunities for partner logo usage and co-branded assets

Establish expectations for how partners may use and share Board materials

# **PHASE 2: EXPANSION AND PUBLIC-FACING ALIGNMENT (6-12 MONTHS)**

## BRAND AND IDENTITY ADVANCEMENT

Implement a full rebranding effort, if approved

- Develop logo package and usage guidance
- Distribute materials to partners and media

Prepare and distribute mailer campaigns, if appropriate

- Consider community-based or Board-member-supported outreach efforts

## DIRECT COMMUNICATION CHANNELS

Launch or formalize a Board newsletter

Continue expanding and refining social and digital platforms

## DIGITAL PRESENCE

Develop and launch a new website aligned with updated messaging and visual standards

Revamp the existing YouTube channel to align with branding and storytelling goals

- Apply consistent visual branding and channel organization
- Upload and organize storytelling and informational video content
- Use video to support education, visibility, and county-specific outreach

## STORYTELLING AND OUTREACH CAMPAIGNS

Develop a “Who Are We” video series explaining the Board’s role

Create video content highlighting Athens, Hocking, and Vinton Counties

Launch targeted campaigns focused on youth and youth-serving systems

Incorporate perspectives from first responders and law enforcement to highlight system need and impact

## **PHASE 3: LONG-TERM GROWTH AND COMMUNITY INTEGRATION (12-24 MONTHS)**

### **COMMUNITY-BASED OUTREACH**

Strengthen relationships with schools, churches, and other trusted community institutions

Expand non-digital outreach where internet access is limited

### **INVESTMENT AND SUSTAINABILITY**

Evaluate current marketing and communications spending

Consider increasing investment to support expanded outreach

Explore grant opportunities that include funding for advertising and communications management

### **CORE MATERIALS AND REPORTING**

Reformat and enhance the Annual Report for broader public storytelling and distribution

Continue refining communications systems based on evaluation and feedback

### **TIMELINE NOTES**

This timeline represents sequencing, not fixed deadlines

Progress between phases should be guided by capacity, staffing, and Board priorities

Elements within phases may overlap or be adjusted as conditions change

# APPENDIX B: MEDIA PLACEMENT & ADVERTISING OPTIONS

## Athens-Hocking-Vinton ADAMHS Board

This appendix provides an overview of paid and earned media options that may support future communications and campaign efforts. These options reflect varying levels of reach, targeting capability, and accessibility across Athens, Hocking, and Vinton Counties, as well as adjacent media markets such as Parkersburg, West Virginia.

### SOCIAL MEDIA ADVERTISING

Paid social media advertising allows for geographic and demographic targeting and supports a range of creative formats.

**Available platforms include:**

- Facebook
- Instagram
- YouTube
- TikTok
- Pinterest
- Snapchat
- LinkedIn

**Ad formats may include:**

- Static images
- Short-form video
- Interactive stories
- Carousel ads featuring multiple images or videos

Social media ads can be targeted by county, age, interests, and other demographic indicators to support campaign-specific goals.

### DIGITAL & STREAMING ADVERTISING

Digital and streaming platforms provide additional reach, particularly for audiences

consuming content on mobile devices or connected TVs.

Options include:

- **YouTube TV**
  - Geographic targeting by county or region
- **Disney+ (Hulu) and Roku streaming services**
  - Geographic targeting by ZIP code or DMA
- **Digital display advertising**
  - Targeted placements within Athens, Hocking, Vinton Counties, and Parkersburg, WV
- **Streaming audio platforms**
  - iHeartRadio
  - Spotify

These platforms allow for more detailed audience targeting based on demographics, interests, and listening or viewing behavior.

## **DIRECT MAIL**

Direct mail remains an effective option for targeted outreach, particularly in areas with limited internet access.

Capabilities include:

- **Geographic targeting by county or ZIP code**
- **Demographic targeting**
- **Campaign-based messaging tied to awareness or education initiatives**

## **OUTDOOR & STREET-LEVEL ADVERTISING**

Outdoor advertising provides consistent visibility in high-traffic areas and community spaces.

Options include:

- **Traditional billboards**
- **Digital billboards**
- **Street furniture advertising**
  - Benches
  - Bus stops

Billboards are often among the most impactful and cost-effective local advertising

options, particularly for broad awareness campaigns.

Outdoor vendors include:

- **COMSTOR Outdoor** (Logan County and surrounding areas)
- **Lamar Advertising** (Athens area)
- **Lind Media** (regional presence)

## TELEVISION ADVERTISING

Television advertising reaches viewers at home and in shared spaces such as gyms, bars, and waiting rooms.

Options include:

- **Spectrum Cable**
  - Geographic targeting by service area

Local broadcast stations

**Ohio and regional stations include:**

- **WOUB-TV** (Athens-based public television)
- **Columbus-market stations (ABC 6, FOX 28, CBS)** serving Hocking County
- **WHIZ NBC** (coverage in Hocking and Athens Counties via Spectrum)

**West Virginia stations include:**

- **WTAP-TV** (NBC affiliate, Parkersburg)
- **WIYE-LD** (CBS affiliate, Parkersburg)
- **MyNetworkTV and Me-TV** (Parkersburg market)

## RADIO ADVERTISING & AUDIO OUTREACH

Radio remains a trusted and accessible medium across rural and regional markets.

**Athens County radio stations include:**

- **WXTQ 105.5 FM** (Pure Rock 105)
- **WBNS 1460 AM / 97.1 FM** (The Fan – Sports)
- **WOSU 89.7 FM** (NPR News & Public Affairs)
- **WOBC 91.5 FM** (student-run alternative programming)
- **WEAK FM 106.7 FM**

**Hocking County radio stations include:**

- **WLGN 98.3 FM** (Classic Hits)
- **WKNA 98.3 FM** (Classic Hits – sister station)

**Parkersburg, WV radio market includes:**

- **107 NUS** (Country)
- **102 The River** (Top 40 / Hit Music)
- **iHeartRadio network stations**

**Additional opportunities include:**

- **On-air interviews** (radio and television)
- **Public affairs programming**
- **Streaming radio placements via iHeartRadio and Spotify**

## **EARNED MEDIA & PUBLIC RELATIONS**

Earned media opportunities help extend reach without paid placement.

Options include:

- **Press releases to local and regional outlets**
- **Free press opportunities**
- **On-air interviews on television and radio**

## **NONPROFIT ADVERTISING CONSIDERATIONS**

As a public-serving entity, the Board may be eligible for:

- **Reduced nonprofit advertising rates**
- **Bonus placements or added value with media buys**
- **Matching spots or public service inventory**

Availability varies by outlet and campaign.

# CLOSING AND ACKNOWLEDGMENT

The Athens–Hocking–Vinton ADAMHS Board plays a critical role in strengthening behavioral health services across the region. Throughout this audit process, Board members, staff, providers, and partners demonstrated a deep commitment to their communities and a shared desire to improve understanding, access, and coordination across the system of care.

Modo is grateful for the time, openness, and thoughtful input shared through interviews, work sessions, and follow-up conversations. The insights provided—both affirming strengths and identifying challenges—were candid, constructive, and grounded in lived experience. This level of engagement reflects a strong foundation of trust and collaboration within the system.

This Communications Audit is intended to serve as a strategic resource, not a static document. The recommendations and frameworks outlined here are designed to support thoughtful decision-making, realistic pacing, and sustainable growth. Progress does not require immediate implementation of every recommendation; rather, success will come from intentional sequencing, clear ownership, and continued alignment with capacity and community needs.

The Board already demonstrates meaningful impact through its behind-the-scenes work, trusted relationships, and support of local agencies. With increased clarity, consistency, and structure in its communications, the opportunity exists to make that impact more visible—strengthening public understanding, supporting partners, and reinforcing trust across Athens, Hocking, and Vinton Counties.

Modo appreciates the opportunity to support this work and looks forward to continued collaboration as the Board advances its communications efforts in service of the communities it supports.