THE UNIVERSITY OF IOWA
IOWA INITIATIVE
FOR SUSTAINABLE COMMUNITIES

"One Mason City" Civic Engagment
Strategic Communications Campaign

ALI SNYDER
KARA PREWEITT

KATHRYN STONE
MADISON PETERSEN

KYLIE KREISCHER

Class led by Meghann Foster
Course Name: Strategic Communications Campaigns

In partnership with
The City of Mason City

City of
MASON
CITY
IOWA

Mason City Final Report

"One Mason City"

Table of Contents

1.0 Faculty Introduction and Recommendations

Overview

The students in the Spring 2017 Strategic Communications Campaign Class partnered with the IISC to create communication plans based on needs identified by the participating partner organizations. During the semester, students applied the academic skills and concepts learned in class to their client work.

The concepts and academic skills reflected in the final projects include:

- A detailed analysis of the organization and the communication situation they faced
- Audience and key stakeholder personas and analysis
- Research methods and results
- Strategic messaging recommendations based on concepts and theories discussed in class
- Specific tactics and communication channels based on concepts discussed in class
- Examples and/or suggestions of graphic design work
- Budget recommendations
- Suggestions for measurement and evaluation techniques
- Suggestions for a crisis communication plan

Additional Faculty Assessment and Recommendations

The messaging goals of the One Mason City campaign are twofold. The first goal is to encourage applications to vacant board and commission posts. This dovetails with the second goal of healing the community rift by encouraging more civic participation. These twin goals serve the larger purpose of increasing the quality of life in Mason City. As articulated in the student research findings, citizens who are more engaged are more likely to advocate on behalf of their community, which in turn can increase the quality of life for all residents. The campaign should not only promote applications to board and commissions, but also encourage citizens to stay involved even when there is not community controversy.

Media recommendations

The media plan developed by the students is comprehensive and requires very few additional recommendations. I would suggest developing a content calendar and schedule for social media and posts

and email. Posts and content can be scheduled ahead of time within Facebook and/or in a program such as HootSuite or Buffer.

Additional content suggestions include sharing Facebook Live and/or YouTube videos of boards and commissions meetings, posting links to meeting minutes on social media, email reminders for city council and other civic meetings, and creating Facebook events for each meeting to increase visibility.

Refine the logo and develop brand touch points

A consistent brand identity system is a key ingredient for any media strategy. This insures that the whole of the campaign is more than just the sum of its parts. To that end, the logo that the students developed is a good start but should be refined. After the final design is complete, it can be used as the foundational piece of a comprehensive brand identity system for the campaign. Once developed, the identity system can be used as the students recommended (social media images, hashtags, bumper stickers, etc.) and on internal communications as well.

2.0 Executive Summary

The City of Mason City has generally had difficulty recruiting citizens to apply for open seats with volunteer boards and commissions. A recent city ordinance passed imposes term limits for certain positions. Consequently, seats are emptying at a faster rate than people are applying for them. Additionally, several recent community issues have been highly contentious and contributed to negative perceptions of the community and local government. The lack of internal communication contributes to the overall problem with civic engagement efforts. Our overall goal is to unite the citizens of Mason City and start a campaign that would encourage a diverse range of members of the community to apply for open positions on the boards and commissions.

The City's website lacks proper organization and the City does not have a person specifically in charge of communication or their social media accounts. They are currently putting information they want to share with the public on a wide range of social media accounts. We are working to narrow the social media communication channels. Facebook and Twitter would be the ideal two channels Mason City starts to primarily use.

As part of the public outreach for this report, we posted a survey and received several replies. In addition, we have also conducted in-depth interviews over the phone to help us better understand the problems that are happening within the community.

We are most concerned about the lack of trust the community has with the government. Most of our feedback from the surveys have been about the mayor. We have been informed that community members will only go to city council meetings if there is an issue in the community going on and they will talk for a while and not get any feedback. Most of the feedback we have gotten is explaining that the community members feel as if the city council is only making decisions that will benefit them and not the community as a whole.

3.0 Organizational Analysis

Internal Environment

Mason City is unique from other small towns because of their distinct cultural presence. The city is home to Meredith Wilson, the writer of the play, "The Music Man." They have a large theater presence and an area called, "Music Man Square," in his honor. They also have the MacNider Art Museum. There are many cultural events going on in the city for people to participate in. The City also provides many opportunities for people to get involved with the government, particularly considering the small size of the city. Civic engagement is readily available and encouraged. However, people do not take full advantage of this opportunity.

Another issue occurring is that there was recently a local law passed that enables term limits for board members. This is causing more vacant seats in the government, as the same people usually get involved. The performance of the internal organization has been lacking in communication. However, the City of Mason City is actively looking to cultivate new messages instead of letting them stagnate, which can improve their communication and overall messages to their citizens.

Overall, there is a lacking of internal communication. The full-time paid staff is very small, and there is no communication department or person. External communication and social media are handled by the administrative assistant. There is also a lack of consistency in communication about open positions in different boards and how you can be apply for the positions. Newsletters, social media channels, and websites do not consistently share all pertinent information. All communication channels could be reorganized and consistent campaign messages could be planned for each channel so that they coordinate. The brand of the organization exists, but that is not always in good light due to government issues and lack of communication.

Public Perception

The City of Mason City and their local government are well-known throughout the small community. However, there is a lack of trust that exists within the community towards the local government. Prestage Farms offered to build a meat processing factory in Mason City, but the city council had a split vote, causing the offer to fail. Many citizens felt as though the government was move in favor of economic prospects than protecting the community from environmental and community concerns. Citizens do not

trust the government for trying to make changes, such as this, that they think will hurt them. This situation is reoccurring in the city right now, as the city is trying to build a hotel, and people have mixed feelings about it.

Due to this mistrust for the local government and the citizens only getting involved when there are negative issues they care about, they are having a problem recruiting people to serve on volunteer boards and commissions. This is resulting in vacant seats. For our campaign, we aim to improve the public reputation of the local government, increase civic engagement in the city, and result in more people willing to serve and better the community.

External Environment

Because of recent controversies within Mason City, specifically the Prestage Farms debate, the citizens are very divided. Some citizens were enthusiastic about the economic and employment possibilities the Prestage Farms opportunity would bring to the town, while others were upset about the environmental concerns, loss of land, a crowd of low-income non-natives into the area, and possibilities of property values sinking. This situation has caused a divide within the town, leading to many external issues that need to be addressed.

There are many citizens of Mason City who are long-time supporters of their local government. However, there are also many who feel as though the local government is not concerned for its citizens, partially due to the recent Prestage controversy. Some residents feel as though the council is making decisions that will only benefit the community financially.

4.0 SWOT Analysis

STRENGTHS	WEAKNESSES
● **Opportunity for Involvement:**	● **A Divided Community:**
○ There are many opportunities for people to get involved within their community government.	○ After the Prestage Farms controversy, the community is very tense and divided.
○ There is a lot of room for growth within the Mason City boards and commissions.	
○ Positions are based on applying and then being appointed.	● **Social Media:**
	○ Mason City does not have many followers on social media channels.
● **Communication Structure:**	○ There is a lack of consistency with communication through social media channels.
○ Mason City government has the opportunity for their community to receive e-notifications.	
○ Mason City has set up Facebook and Twitter pages.	● **Government Involvement:**
	○ Not many people are involved in city government.
● **A Unique City:**	○ Participating in Mason City boards and commissions is a large time investment.
○ There are many things to do in Mason City to attract visitors and keep their community entertained.	
○ There are many unique features of Mason City such as their Frank Lloyd Wright architecture and their connection to the Music Man.	● **Term Limits:**
	○ Those who are involved now have term limits.
	○ The term limits will require more community members to get involved.

OPPORTUNITIES	THREATS

● **Unite the Community**
 	
   ○ We can work to unite the community while encouraging government involvement.
 	
● **Encourage Positivity from the Community:**
 	
   ○ We will need to encourage people get behind positive campaigns and initiatives of the boards and commissions.
 	
● **Improve Social Media Following and Usage:**
 	
   ○ We want to expand Mason City government's social media presence on Facebook and Twitter.
 	
   ○ We can promote these social media platforms through the e-notifications and newsletter.
 	
● **Improve Community Newsletter:**
 	
   ○ We would like to make the Mason City newsletter more readable and organized.
 	
● **Communication of Open Positions:**
 	
   ○ We need to make people aware of the open positions and what they are.
 	
● **Diversity in Boards:**
 	
   ○ We need diverse members of the boards and commissions.
	● **Lack of Trust in Local Government:**
	
	   ○ Groups of people are questioning city decisions much more heavily now.
	
	   ○ Many people have negative thoughts about the local government because of the controversy.
	
	● **New Term Limits:**
	
	   ○ New term limit could cause even more seats to open up if those who currently have positions will have to step down.
	
	● **Time Commitment**
	
	   ○ There are many members of Mason City who would be great serving on the boards and commissions, but they are either involved in other aspects of the community, or they don't have time to serve on the boards and commissions.

5.0 Situational Analysis

Mason City, Iowa has utilized two of the largest social media platforms: Facebook and Twitter. The Facebook page has 4,975 likes and the Twitter page has 543 followers. The city population is just over 28,000 people, meaning these likes on Facebook and followers on Twitter and are not significant. The communication channels that are currently available are as follow: Facebook, Twitter, a YouTube channel, a popular radio station (KIMT3), a newspaper (The Globe Gazette), an events page, a newsletter (Chamber of Commerce), and a Mason City website. The social media is maintained by one person and is considered more of a specific job task rather than a full time occupation. The primary obstacle is that there is not an overall communication branch. At this moment the challenges that are currently facing the city board members are that though there are a number of resources that accessible to community members they are not kept up to date, and at times are hard to navigate due to the overflow of information or lack thereof.

It is important to recognize the overflow of information that is being presented on the city's main webpage. Based on general web design principals, the site may have too many tabs that have extensive drop down menus. These tabs do contain information that is useful to the public, however in the future the tabs can be condensed and instead of detailing heavy information it would be more beneficial to have short synopsis of each tab and its contents. The Chamber of Commerce newsletter, and Facebook page are great channels for upcoming events throughout the city, these can also be used in the future to promote available board positions and city hall events. Specifically, for Facebook it would be beneficial to "create an event" each time there is going to be a meeting, and invite all the current followers. With this you will be able to see who saw your "event". The Twitter page is already being made use of for promoting meeting times. To get community members to interact through this network, potentially you could have people retweet or like the post. Though there are a number of communication outlets, it is difficult to utilize them all, especially with no overall communication board. It would be advantageous to use select channels of communication. These would be the media that is used most frequently amongst the targeted audience. Once the three to four strongest channels of communication are determined, pushing information on those three channels may prove to be more effective rather than spreading the information on a wide basis.

Identifying Publics

Reaching small business owners is a goal we have. They are a prime audience that we think could be fitting for this situation. The decisions made by the boards could possibly affect their businesses and we think they would like to have a say in what happens. Their interests are what is best for their businesses and since many people in the community do not agree with decisions made by boards and commissions, we need to get them involved. Small business owners are known by many residents and having them on boards will put more trust into the organization. Trust is something important we need to work on since many citizens have lost trust in the boards and commissions.

Another idea we have is putting up flyers in the schools where parents will be. We think that parents and PTO members would be a good fit on some of the boards because they may have more time on their hands and want a say in the city they are raising their children in. This would also be a great way to get more females placed in vacant seats if we reach a group of mothers.

Conclusion

This following statement written on behalf of City officials summarizes the purpose of the civic engagement strategic campaign:

> "Through our campaign, we hope to unite the community and break down the divide that occurred due to the controversy over Prestage Farms. We also hope to increase civic engagement in local government and fill vacant seats on government boards. By further research, we hope to learn more about how to diversify the Boards of Commissions while still targeting specific publics through our campaign. We also hope to learn more about the logistics of open seats and possible personnel that would be best qualified to take on these roles."

6.0 Research Report

Introduction

Mason City has a population of 28,079 people. Their mission statement is: *"Our mission is to provide efficient and effective City services and infrastructure with sound fiscal policies that create an enjoyable quality of life in a safe and viable community."* One problem they are facing is the amount of open positions they have on their boards and commissions and the lack of trust the community has in them. There are two meetings a month that are open to the public and people are allowed to make comments.

Information Sought

In our situational analysis, some of the main concerns were the lack of internal communication within the local government as well as which media outlet would be the most proficient in sending out information in regards to open board positions, meeting times, and announcements. Through our research, we were able to determine that the most used channels of communication in advertising within a suburban neighborhood is newspapers and radio, therefore we would keep these factors in mind when it comes to making the complete outreach campaign.

Another piece that was researched was ways to improve and expand on the leadership within the local government. After taking a look at different cities around Iowa we found that other cities provide certain amenities for those who are involved in their local government. It was discovered that cities that had more of a concentrated government tended to have less community involvement in comparison to those who would host small community events on a monthly basis. Things that we would need to know about our key publics is mainly who is our controlling factors as well as our key consumers. After establishing who these people are further research on their behavioral trends and attitudes toward the Mason City government would help determine whether or not they are going to be an enabling or limiting factor.

Primary Research

One of our methods of research was a public survey. The survey consists of 15 questions. Our survey includes multiple choice, essay, checked boxes and scale range questions. These questions allowed us to not only get an idea on how people feel about their local government, but whether they have access and

information about open government seats. Other questions provide insight about why people may not have a position of local government if applicable. Our target publics are people who live in Mason City. We wanted to cast a wide net so we can understand how the entire public feels about the city's government, not just a small portion. Overall, our survey aimed to gain people's overall understanding and perception about their government. By understanding this, we can potentially see the impact of the public's perception about government and how it relates to civic engagement and open government seats. Our survey also includes demographic questions, which allow us to see a better view of the city other than what we have found from online databases. The survey questions are listing in the Appendix.

Link to Survey: https://docs.google.com/forms/d/e/1FAIpQLSdlPEeXV6-H_rt0RQN6wd1k8KFwFkj-LWlFQbcMNs0uaS3BJQ/viewform

We posted the survey on the organization's Facebook, Twitter, and put it on the Mason City website. Then, other organizations in Mason City were contacted to post it on their social media. Other organizations that were contacted were the Chamber of Commerce, the Police Department, the Fire Department, the Parks and Recreation Department, local churches, local businesses, and the Blue Zones Project. We did have an issue where people may have been confusing our survey with another government survey going around at the time. Survey results are included in Appendix A.

Another method we used was in-depth interviews, including current and past members of local government of Mason City. From these interviews we will gain knowledge about why they decided to run for local government and some of their biggest challenges. By finding out why this group of people decided to run for office, we can potentially narrow down a target search for others who might be similar to them. One of the biggest insights that the in-depth interviews will potentially give us are their thoughts on the public's perception on local government. Because they have served or are currently serving, they will be able to give us first-hand testimonial on how they view the situation that Mason City is currently in. The in-depth interview questions were:

1. What were the positive experiences you had being a part of local government?
2. What were the negative experiences?
3. What do you think is the public perception of your local government?
4. Why do you think that is?
5. How do you think we could improve this reputation?
6. How do you think we could motivate others to participate and run for local government?
7. Why did you decide to have a seat on local government?

The in-depth interviews confirmed that the city is very divided, partly due to the Prestige Farms decision. There is a lot of conflict within the local government that causes members of the board to be very unhappy

with their involvement. This negativity from inside the government then affects the Mason City community, as well. Board members were initially driven to join because of their desire to get involved and make a positive impact on the community. Positive experiences that came from involvement on the boards and commissions were a sense of pride in their work and a better understanding of how the city makes decisions. However, negative experiences on the boards and commissions were more prominent and impactful on people's experiences as they reflected. Previous and current board members suggested advertising the open positions by talking about change and the ability to have an impact on your community. Interview responses are included in Appendix B.

Secondary Research

We also completed secondary research that was focused on how civic engagement plays a role in towns and how local governments can encourage activity.

The Pew Research Center recently completed a study that found civic engagement is strongly tied to local news habits. One of the key findings of this report is that 75% of government news is covered by newspapers in suburban towns. Newspapers also cover local government more than any other news source. This insight helps us understand that newspapers might be most willing to work with us on creating awareness of open boards and commissions positions. Many larger stories can be found on multiple mediums, but day-to-day reporting on local city government is primarily covered by newspapers. We will need to keep this in mind when we are pitching to radio stations, since that is now as common. We will need to stress the importance and uniqueness of creating awareness of these open positions.

Iowa State University completed a study on Leadership Patterns, Civic Engagement, and Quality of Life Amenities in Small Iowa Towns. They found that small towns need to provide amenities in order to retain their population. They also identified two types of leadership within governments:

- Shared leadership: Characterized by decentralized, overlapping networks of residents involved and committed to community betterment. Two towns identifying this leadership had high levels of bridging social capital and civic engagement and the highest amenity scores within their population category.

- Concentrated leadership: More centralized with project sponsored or sanctioned by officials and/or business "godfathers" and often implemented by "lone mavericks". Lone mavericks were not "hungry for power" or antisocial but rather individuals who desired community

improvement in the face of perceived general community apathy and/or ineffectiveness. Community culture of low bridging social capital and low civic engagement and/or the legacy of godfathers is difficult to change

The report also went over ways to challenge concentrated leadership. There was a successful campaign in Hamburg that attempted to change their local climate. They completed small project to improve the reputation of their government such as creating flower beds in front of city hall. This helped them gain a more positive reputation from the community. They also started planning more ambitious projects that call for greater community-wide participation. This example proves that residents are willing to accept ideas and leadership from outsiders and newcomers. It also demonstrates that changing local social climates and leadership structures that only occur through small, incremental steps.

Case Studies (blue font signifies external links).

Sioux City Media Outlets: While Sioux City, Iowa is a much larger town than Mason City, it shares similar, Iowan, rural qualities. This case study of what the news environment is like in Sioux City is a great secondary source for us to examine as a starting point for what the best media outlets might be for us to use to create awareness of the Mason City open positions. The study informs us that most Sioux City citizens get their information from the local newspapers and TV broadcasts. We have learned that Mason City citizens also value their radio broadcast. Together, these three outlets would be great places to share information to the residents of Mason City.

Why People Aren't Participating: This case study is about a man who saw low voter turnout in his city. This sparked interest in understanding why there was a low level of civic engagement. According to a 2013 Pew Research Center finding, the biggest barrier for civic engagement is income and education. Those with higher education are more likely to want to solve problems within a community and attend political meetings or school affairs.

Campaign for Running for School Boards: A school in Oregon launched a "Get on Board Campaign" to encourage more parents to get involved with school board positions. They included testimonials in the campaign from current board members and parents. Four of seven members have full time jobs. They required a minimum amount of ten hours of commitment a month.

7.0 Communication Strategy

Goals and Objectives

1. **Increase awareness of the Mason City community on the issues the city is facing by increasing city council meeting attendance by 20% in the next 6 months.**

   We would like to see more community participation in the city council meetings. So far, the only community attendees are people who go and complain to the council for hours. The council is not allowed to say anything back, just listen. We think it is important for the community to be involved and give the council ideas that they think Mason City as a whole will benefit from. As of now, they think that the council is only making decisions that they think will benefit the city financially and not as a community.

2. **Increase awareness of open boards and commissions positions by publicizing the open positions on three media outlets in the next two months.**

   Our main goal with this is to create a message that will encourage the members of the community to be proactive and run for the open seats. We have recently been told that there are now term limits that prevent the councilmembers from being on the council for too long. This is creating a problem where the seats are being emptied faster that they are being filled. The city cannot afford to have all of these emptied seats, or the decisions will end up being made by the same people. We have also been told that the radio station is the main media channel the public gets their information from. We thought that if it is the main media channel, then we will be able to reach enough of the community for our campaign to be heard. The radio is also a non-profit, so they will be a great aid to us and the campaign. By doing this we hope to increase application rate to 2 applications per position in the next six months.

Action Strategies

#OneMasonCity hashtag

The community tagging device helps unite the town and help the city become more engaged in Mason City social media. Engaging social media encourages people to take pictures around the city or while they are involved in government activities such as Parks & Rec events and share them on social media for everyone to see. We think that the more the community is involved with the event, the more positive results we will see from this. If more people are seeing involvement on social media, that they will be encouraged to do the same. The action strategies help create harmony with key publics. We think that this will happen because people will be encouraged to participate in community events if they see others in the community having fun and posting about them. The hashtag will also be displayed on our logo and/or posters we designed to distribute throughout the community including small business as a main target. We recommend the use of bumper stickers for this campaign. We hope to see people using those and putting them on their cars and/or laptops for their friends and local colleagues to see. A logo was designed to show that even though Mason City is divided, they are actually all in this together because they have the best interest in mind for each other and this creates #OneMasonCity.

Triggering event

This is an event that serves as a stimulus for community action. An initial, successful triggering event can potentially stem into a series of events for the different city departments, like fire or police. We think that if the more events the city has, the more involved the community will be with each other. These events can be fun and a great environment to share ideas and improvements of Mason City while also connecting with other residents.

At these events, the City could advertise open boards and commissions positions. We are hoping to get the fire department and possible the police department involved with helping out in our campaign, hopefully some others as well. We would like to see these departments have events that are filled with fun activities for everyone to enjoy. At the same time, we think someone could be in charge of informing citizens at these events about open boards and commissions. Our main goal with these events is to have the community become more involved with not only the city but each other. We aim to transition from a

divided community to an inclusive community that is welcoming for every one of all ages. We want these events to encourage the residents to apply for open boards and commissions.

<u>Audience participation</u>

This is the utilization of positive citizen voices to achieve the city's civic engagement goals and objectives. Audience participation is key to having a successful campaign. We need people from the community to step up and participate in making this a proactive campaign for Mason City. A radio call-in event where citizens call in and talk about their favorite Mason City events. This will most likely be our event that will be the most encouraging. Since the person will be reaching such a large audience over the radio, this will also encourage listeners to think about their favorite events in Mason City. We want as many people possible to hear about the positive things happening in Mason City. We also hope that this will encourage positive talk throughout the community since there is not much of that happening right now.

Message Strategies & Tactics

The overall storytelling element approach that we are taking is the stance of building a better community by getting involved with the boards and commission. In the past engagement in the board and commissions has been low due to conflicting views within the organization. These conflicting views have led to lack of interest, which had led to board spots not being filled, which leads to no progress towards the betterment of the city projects. Our campaign focuses on a grassroots tone, in addition to trying to establish a brand of "One Mason City" for the boards and commissions. This will help to convey that though not everyone may see eye to eye on each of the matters discussed at the meetings, they are all working towards a common goal of bettering Mason City. The city itself has significant historical background, and has been home to its residents for a long period of time.

A tagline promotes unity amongst the city and the surrounding areas. We would like to utilize the social media community to help promote this tagline specifically for the boards and commissions. Following the tagline, creating feature stories would help emphasize the importance of the work that people due while on the boards and commissions these features stories are to be aired on the radio and possibly published on the website. By doing this we would like to encourage community members that they can make an impact and great change in their community by serving on these boards. In addition to these messaging tactics and strategies we would like to develop paid advertisement relating to the core message of the

engaging the community members. Upon engaging the community members, we also hope to increase attendance at the monthly city council meetings.

- The "One Mason city" tagline promotes unity and we will create posters to put in communal areas around the city. We will also utilize social media.

  Message: Right now, Mason City is divided because of the controversial issue with Prestage Farms. Before we can encourage people to join boards and commissions, we need to have citizens feeling proud of their city and encouraged to make connections with other members of the city.

  Tactic: To promote our tagline, we will create posters to put in communal areas around the city. We can also create materials such as bumper stickers, mugs, etc. for community members. We will also utilize social media, but since Mason City does not have that large of a following, we will not solely rely on that.

- Create feature stories about changes that have been made in the community because of people serving on boards. We can use these stories on our owned media channels and hopefully earn a radio segment. Then we want to connect that to promoting that it's other people's turns to be the change.

  Message: The message that would be expressed in the stories is that those who served on the boards were able to effect change, and if said individual chooses to serve on the board they too can effect change in the community during their time served on local boards.

  Tactic: Creating feature stories will help express a sense of positive impact on a community that has been otherwise divided due to previous fallouts with locals living on government. This will hopefully appeal to both younger and older generations to become more involved in their local government.

- Since our other two strategies are about setting the tone for encouraging involvement, we then also want to have paid ads that promote the open positions and encourage citizens to apply for them.

  Message: Make citizens blatantly aware of the need for people to run by informing them of the openings and telling them of how they can apply.

      Tactic: Purchase space in local papers to advertise the openings and inform people how to apply.

Budget and Implementation

In terms of budget, we were allotted $1,000 to complete necessary printed materials or buy paid ads through the newspaper and radio. We decided it would be ideal to print window clings and bumper stickers with the logo for the campaign. From the website, uprinting.com, we were able to find the lowest bid. The window clings would be $105.70 for 100 of them. The size of the window clings would be 5"x 5", standard issue. If the logo were to be changed and have white ink, the price of the clings would go up to $132.00 for 100 of them. These items would ship within four days and would cost an additional $12.00 for shipping fees.

For bumper stickers, psprint.com offers 50% off of your first order. For 100 bumper stickers that are 5"x 4" it would cost $176.50. With 50% the total would come out to be $88.25. Production time would take three days and then once shipped would cost $9.62. The more bumper stickers that are ordered, the most of a discount one can receive. The company allows up to a quantity of 50,000 and has increments for orders.

To advertise with the Globe Gazette, the most popular newspaper in Mason City, there are a variety of options. The first option would allow for 3 lines of print and 14 days running in print and online and would cost $86.00. The next option gives 6 lines of print with 14 days running in print and online. This option would also give us 5 photos to put online with the logo for the campaign, this would cost $126.00. Lastly, the third option gives 12 lines of print with 14 days running in print and online. In addition, it gives 10 photos for online with the campaign logo and is also featured online. This last option would cost $186.00.

Lastly, we could utilize radio time to get our campaign some air time. There are many popular radio stations that are listened to by the citizens of Mason City, one of them being KCMR. For KCMR, you can be a sponsor for the day which allows you to promote your message. There is the option to do a half day for a one-time fee of $252.00 or $21 monthly so you can continuously promote over time. KCMR also offers a full day option for a one-time fee of $444.00 or $37.00 monthly.

Evaluation

For our evaluation, we believe there are two ways to measure the success of this campaign. First, we are trying to fill the vacant seats on the board and commission. We believe a good way to evaluate this portion

of our campaign is the number of applicants either per position or in total. By making citizens aware of these available positions, hopefully the campaign can raise the number of applicants so the city can choose between multiple candidates instead of being forced to choose one.

Secondly, our campaign is trying to unite the City of Mason City to move forward past some of the negativity that has surrounded the community. We believe a good way to measure this success is community involvement. This can be done by measuring attendance at city council meetings and other city government meetings. By increasing attendance at city council meetings it will help the citizens of Mason City feel like they are more involved and have a voice in what happens within their community.

8.0 Crisis Communication Plan

Purpose of the Crisis Communication Plan and Possible Issues

The purpose of this crisis communication plan is to maintain and build trust among Mason City citizens in their local government. The Mason City government needs to be concerned about the feelings and thoughts of the citizens of Mason City. Due to the current tension and division in the city, people may react negatively to our "One Mason City" campaign. They may also be upset at some of the decisions Mason City officials make concerning the appointment of new board and council members. If many citizens have concerns over the same issue, the situation can be considered a crisis.

Implementation of Escalation of the Crisis Communication Plan

Any type of communication or outreach from citizens should be addressed immediately from any member that is confronted, whether it be in person or over computer mediated communication. It is important to communicate to citizens that their opinion is valued, that you care about their viewpoint, and that you are listening to and considering their ideas. It is also important to bring these opinions to everyone else on city council to discuss the issue. Citizens should have access to speaking to council and boards at city meetings to express their opinions. Every concern a citizen has should be taken into serious consideration.

If many citizens have concerns over the same issue, the situation can be considered a crisis. The city will respond immediately and issue a public statement. They will also hold a forum as soon as possible to all citizens to speak and be heard.

If the media get ahold of a negative story, it is important to communicate with them and be honest as possible. Issue your own statement apologizing if the situation cannot be corrected or retracted.

It is important to always follow the four R's of reassure, reform, repair, and review. Always reassure the citizens of Mason City that you care about their concerns. Mason City should always respond to potential crisis situations immediately. If the concern can be addressed, the city council and boards and commissions should take immediate action to fix the problem or prevent it from happening again. When the situation cannot be fixed, Mason City government officials will reach out to those affected and apologize and repair trust in any way they can.

Spokesperson

Steven Van Steenhuyse will be the official spokesperson for when official statements must be made and media conferences and interviews must take place to address the crisis at hand.

Monitoring and Follow-Up

When the situation is considered a crisis, monitoring and follow-up will take place. Members should be listening to the rhetoric and concerns of the citizens of Mason City and asking them if they feel the situation and their needs are being addressed. It is also important to follow media covering the situation to stay up to date on the latest developments. Once the situation has been addressed, focus groups should be formed to get citizens opinions on what they could do to further improve the situation. Surveys will also be released every three months after the crisis to see if viewpoints are improving. Councils and boards will regularly address and discuss ways to improve viewpoints and trust among citizens based off feedback they receive.

Appendix A: Survey Results

Survey Results

1. Do you live inside the Mason City limits?

    a. Yes-89.7%

    b. No-10.3%

2. I feel positively about Mason City.

    a. Strongly disagree-17.2%

    b. Somewhat disagree-27.6%

    c. Neutral-31%

    d. Somewhat agree-13.8%

    e. Strongly disagree-10.3%

3. I feel Mason City provides the services I expect.

    a. Strongly disagree-10.3%

    b. Somewhat disagree-31%

    c. Neutral-27.6%

    d. Somewhat agree-24.1%

    e. Strongly agree-6.9%

4. I feel my voice is being heard by Mason City government.

    a. Strongly disagree-17.2%

    b. Somewhat disagree-31%

    c. Neutral-24.1%

    d. Somewhat agree-17.2%

    e. Strongly agree-10.3%

5. If you have any concerns with your local government, please describe them.

    a. I am a business owner in downtown Mason City. They have done a POOR job communicating what is happening around us. Including blocking off my business door multiple time with projects. I went to multiple meetings, the answer differs then what happens?

b. It was shameful the way our citizens were ridiculed during the Prestage discussions. The abuse of power during this debacle has led to a feeling of betrayal by many throughout town. Greed before the people is never the way to go.

c. Don't feel they are looking out for the interest of the "common" people and bringing meaningful jobs to town

d. The current Mayor is bad

e. Too many attempts to outsource good paying government jobs. Mason City needs good paying, quality jobs to attract quality citizens

f. I do not support the skating arena in the old Penney's space. I have 4 grandchildren, and there were very limited options locally for recreation: bowling, roller skating. Mason City needs a youth recreation center

g. Bookmeyer

h. I am concerned they may try to bring in another disaster like Prestage. I'm still in shock that they tried to shove that down our throats. And it cost the life of a wonderful councilman!

i. Administration and elected officials push forward grand ideas and paying attention to details. Idea ownership and pushing forward incompetent agendas.

j. The city council members don't seem to get along with each other and the local media.

6. Describe ways that Mason City government is providing the services you need.

a. Garbage pickup is good

b. Only services is water and garbage

c. I truly appreciate the walkways and trails throughout town. Also the parks targeted for adults/families/children are good therapy, keeps every happy, and is got to maintain health. A+++++

d. My garbage gets picked up on time

e. My garbage is picked up. My water works. However, adding fluoride to our drinking water is NOT okay. It's a poison.

f. Taking all my money

g. Government services need to provide services to all types of citizens; rich, poor, employed and unemployed. Parks and Rec is affordable, the YMCA is not. Government services can provide services at a more affordable rate than the private sector.

h. Fire, police, mostly good road repair, water service, very nice parks for walking, outdoor sports programs for my grandkids

i. No issues with what is provided now.

7. What social media accounts of Mason City do you follow? Please check all that apply.

a. Facebook-95.7%

    b. Twitter 26.1%

8. How often do you visit the Mason City website, MasonCity.net?
    a. Daily-0%
    b. Weekly-25%
    c. Monthly-42.9%
    d. Never-32.1%

9. Where do you get your information about local city government? Please check all that apply.
    a. Newspaper-53.6%
    b. Radio-50%
    c. Television-50%
    d. Internet-60.7%
    e. Social Media-67.9%
    f. Quarterly Newsletter-10.7%
    g. Friends and Family-39.3%
    h. City Council Meetings-35.7%
    i. Other-3.6%

10. Please check all statements that apply to you.
    a. I have attended a city council meeting-44.4%
    b. I have watched a city council meeting on television-77.8%
    c. I have voted in city council elections-85.2%
    d. I have read city council meeting minutes-51.9%
    e. I have worked or currently work for Mason City-22.2%
    f. I have served or currently serve on Mason City board or commission.-3.7%

11. If you have never served on a city board or commission, why not?
    a. Time commitment-30.8%
    b. Not interested-11.5%
    c. I am not aware on how to apply for available positions-23.1%
    d. I feel my opinion does not matter-15.4%
    e. Other-19.2%

12. Do you know how to apply for appointment for City board and commission/

    a. Yes-31%

    b. No-69%

13. Would you be interested in being on City board and commission?

    a. Yes-20.7%

    b. No-79.3%

14. Gender:

    a. Male-44.8%

    b. Female-44.8%

    c. Prefer not to say-10.3%

15. Occupation:

    a. Child protection worker-3.1%

    b. Disabled Jeweler/artist-3.1%

    c. Government-3.1%

    d. Human services-3.1%

    e. Legal assistant-3.1%

    f. Manager-3.1%

    g. Membership director: chamber of commerce-3.1%

    h. Miner-3.1%

    i. Pregnancy center advocate-3.1%

    j. School secretary-3.1%

    k. Shuttle van driver for Union Pacific PR-3.1%

    l. Therapist-3.1%

    m. Woodharbor-3.1%

    n. Retired-3.9%

    o. Sales-3.1%

16. Household income:

    a. $0-$19,999-3.8%

    b. $20,000-$39,999-19.2%

c. $40,000-$59,999-15.4%

d. $60,000-$79,999-26.9%

e. $80,000-$99,999-15.4%

f. $100,000-$149,999-11.5%

g. %150,000+-7.7%

17. If you would like to provide additional feedback beyond what is listed, please include your name, phone number and/or email address.

a. Raise taxes and attract new businesses and attractions.

Appendix B: In-Depth Interview Results

1.   *What were the positive experiences you had being a part of local government?*

- It gave me the opportunity to learn more about my community and being an Airport Commissioner, I learned more about the operation of the Mason City Airport. As I learned, I was able to contribute to decisions that made our airport a better place for general aviation and for commercial aviation. I also was able to assist the staff at the airport better themselves in their chosen profession. It also exposed me to many professional people that I would not have met if I did not participate in local government

- In the most general sense, I was fulfilled in three basic ways: a). Helping individuals with personal challenges that were appropriate to be addressed by local government; b). Identifying and working towards goals and strategies that would move the community as a whole forward; c). Attempting to provide thoughtful (and calm) decision making processes to complex and division community issues.

- Being able to save oldest building in Mason City-Bandshell

- Got architect to donate money to project

- Meeting more people.

- Positive experiences in local government are working with and learning from excellent administrators, employees, fellow board members and being appreciated by fellow citizens.

- It was wonderful working with a wonderful group of men, one other women appointed. All working together to do the right thing

- Airport is very unique-owned by Mason City yet controlled by government

2.   *What were the negative experiences?*

- At times there are negative people that have to be dealt with that do not see the advantages of trying to improve city assets. However, the negative experiences were very minimal.

- Mason City has a significant cultural issue. The roots of the community grew from the cement and meat packing plants, and run deep. There is a large percentage of the community that have lived their whole lives in MC/north Iowa. While that brings with it deep commitment, it also limits the world view. This makes it very difficult to try something new. The world changes every day, and MC is generally resistant to change. As such, MC is getting left behind, and much of it is due to self-inflicted wounds. Mason City is located such that it is the largest population base in a 75 mile +/- radius. The size of the community is such that individuals can disappear into the fabric of the community if they desire, or be very involved if they so desire. Sometimes the only game in town is local politics, so City government attracts significantly

more attention is does in much larger communities, or in similarly sized communities located nearer to larger population bases.

- Bad website that seems to attack and have no idea how to get citizens on its good side

- Chamber wanted new bandshell instead of just restoring old one-was less money this way

- The negative experiences for me have been angry citizens, employees, & parents of students, and people with untreated mental health problems that become public issues. Another major problem can be a poor administrator or a difficult board member.

- Always heard some kind of complaints-weather delays etc.

- How local government works-really hard to work with the FAA

- They couldn't always get everything done right away Historic Preservation tried tearing it down-why when this is their job to save it?

- Felt government was trying to get rid of him for wanting to save it-undermined him

- People were brought into Mason City to deal with Prestige deal that were against it and overwhelmed peopled of the city. These people didn't really involve local government.

- The mayor wanted Prestage Farms was really upset

3. *What do you think is the public perception of your local government?*

- I think that the perception is mostly favorable and that people think the city is managed well. The only negative perception is that some people feel there needs to be more transparency and that the public needs to be informed early in the process about important decision

- The public perception tends to be negative. It's the old 80/20 rule. 20% of the population makes 80% of the noise. These are the people we called the "ginners", as they tend to be against everything.   On the one hand these folks clamor for change, and yet they fight any change at every turn. Down deep inside many of these people are unhappy with their own lives. Rather than providing positive energy to move the community forward, they work to keep the community down. The community stagnates at the lowest common denominator. And the 80% are either too busy living healthy, productive lives to get wrapped up in the controversy of the day, or are completely disinterested. Either way, the negative minority becomes the dominant "noise" in the community. That tends to wear down leaders.

- Lately it has been more negative. Because of the mayor. Had a real effect of people wanting to serve. In the years past, both female and male mayors; during those periods of times. Negative things with this mayor. He wanted to control the airport commission

- Divided and feels bad. Things have gotten way out of hand. The City Council could have had more transparency about Prestage deal

- Divided community but bandshell being restored made it better

- Doesn't want to chase after the opportunities

- Concerned about city after Prestige-never seen city so divided

- Many people have paranoia about anything city tries to do

- Many people in community have certain amount of dislike for success and always think the government must be up to something

- Chilling effect on people wanting to get involved

- Racist because people didn't want it

- Many people in community have certain amount of dislike for success and always think the government must be up to something

- Many people have paranoia about anything city tries to do

- People in MC appreciate their work-citizens donated $9,000 in 2008 during recession to save bandshell

4.   *Why do you think that is?*

- There have been some opportunities that Mason City has had over the past few years where the public felt they needed more facts about how the city would be affected if the opportunity came into being. On the positive side, I think our city government has presented themselves as professional and trustworthy with city resources.

- The 20% don't give new leaders the opportunity to learn on the job (and make mistakes without undue criticism), and the 80% don't work to edify those trying to lead. It's a no-win situation as a leader: if a new idea or opportunity is introduced before all the T's are crossed and I's dotted, people clamor that the leaders don't have any (all) the answers. If leaders keep new ideas/opportunities under wraps until they have answers to all anticipated questions, people clamor that the fix was on and everything was/is a done deal behind the scenes. The fact is there is a (significant) portion of the community that does not want to trust local government. It is too fun to complain, and much easier than actually trying to contribute something meaningful.

- Caused from poor communication on side of city council

- Chamber doesn't want public input

- Lost a lot of houses in flood and so raised taxes to combat this

- Then set out a census to try and raise individual taxes

- Pork plant-chamber tried rushing it through and said they didn't need to do environmental studies

- Selecting a new airline to bring to the city and he wanted to control that deciding vote. He wanted to come in and control that whole issue.

- He knew better than anyone else

- In the code it says its airport commission job

- Chamber has continued spending

- Fearful of how it would change the community

- Smells and people wouldn't want to live their anymore

- Fear of who would come into the community

- More fear of how it would affect the community fear of odor. Farm families' insight on how to raise cattle.

- School board keeps spending more money but less students every year

- Vocal people in city are naysayers

5. *How do you think we could improve this reputation?*

- By making sure that where possible, the residents are informed early in every process and decision that will affect quality of life, resource expenditure and the growth potential for our city.

- Lots of projects city has going on that the city can communicate more about to the people. Have to show things need to be better. Make sure people talking are from the city and not outsiders. Elected persons are often called to change things in their position. That takes support from the public. Sometimes a person is needed to maintain the status quo. Getting acquainted with administrators, department heads, financial directors and all types of employees becomes necessary for a successful leader.

- People care enough about their community for the betterment of

- Served under several mayors that were less controlling. The problem we are addressing is somewhat the voice

- Chose a women to take her place

6. *How do you think we could motivate others to participate and run for local government?*

- By advertising the opportunities and instilling a sense of civic pride in prospective government candidates. It is important that incumbent city officials maintain a positive outlook for the city as well as establish a tone and environment that is conducive to inclusion, growth and respect for one another.

- Until the dominant culture of the community changes, getting (qualified) people to participate in and run for local government is a challenge, if not an exercise in futility. The fact that the community tolerates "alternative media" to make personal and unsubstantiated personal attacks on local leaders is troubling. Any company that advertises on such media sacrifices community health for personal gain. Any individual that reads that crap for "entertainment" actively participates in supporting the negative culture. Until the COMMUNITY decides to change its core values, local leaders have no chance to be effective.

- We need to talk about it more. Not commissions problem but city hall's problem. City hall is dragging their feet on hiring people. They had qualified people fill out applications but took forever to move forward.

- I have asked other women to run for school board, supported them and they won the election. By choosing and asking men and women to consider running for office plants the idea in their heads. Offering to work for their campaign is motivational.

- The best thing that people can do is reach out to the community and tell them how much they are needed and if they serve they will be appreciated. Whether they agree or disagree they will still be appreciated.

- Difference between willingness to serve vs begging

- Hard because people don't see that local government is doing their job

7. *Why did you decide to have a seat on local government?*

- I wanted to give something back to the community and serve in a capacity where I could make a positive difference in some aspect of city government. I also wanted to learn more about the operation of our city so I had a better understanding of the opportunities and challenges faced by government officials. I also wanted to do my fair share and take responsibility city governance.

- Wanted to give back to community.

- Believe important to help and give back

- Solves problems for a living so makes sense

- Has flexible schedule so works

- Saw a lot of other attorneys in her office being involved

- Enjoys it and thinks good to help her community

- Has to apply and interview for positions when appointed but if people know her so well why should she have to wait around so long when it wasn't her idea to take the position anyway

- Because airport had a lot of interest for him and a good fit because he wanted to shape the future of the airport

- 5 total members on the team at the time

- Used to work 12-18 hour days-didn't mind this and didn't care what was going on in his community

- Then had more time to go to meetings and got disgusted by some of the stuff in local government

8. *Why do you think people don't want a spot on the boards and commissions?*

- Very thankless job

- Idea of handling others problems is boring

- Slow moving job and process

- Limited money makes things a constant battle Until the dominant culture of the community changes, getting (qualified) people to participate in and run for local government is a challenge, if not an exercise in futility. The fact that the community tolerates "alternative media" to make personal and unsubstantiated personal attacks on local leaders is troubling. Any company that advertises on such media sacrifices community health for personal gain. Any individual that reads that crap for "entertainment" actively participates in supporting the negative culture. Until the COMMUNITY decides to change its core values, local leaders have no chance to be effective.

- Made a big change in the last 7-10 years: Local government used to have negative people wouldn't treat each other with kindness and civility now they do. Made a positive change there, most people she has talked to don't want to put themselves in a position where they are going to be criticized. There isn't a whole lot of positive things that come from serving on the council.

- Seen other commission that if you didn't agree he went after you

- Human rights commission (A lot of Publicity about that) Lots of negativity

- When we get a more positive mayor kinder to those who don't agree with him or her.

- Mayor not letting people who don't agree with him speak now

- Got to have leadership that makes people feel comfortable and accepted. Valued even when they don't agree with it.

- Happy people don't speak out or show up

- Government and federal government can block a lot of things

- Everyone wants to change for the better but a lot harder to do. First year to three years is very hard and overwhelming when serving in a new position.

- People hear about others getting criticized and don't want to put themselves in that situation

Appendix C: Sample Press Release

Mason City, Iowa
Address
FOR IMMEDIATE RELEASE
Date
Contact

MASON CITY GOVERNMENT LAUNCHING "ONE MASON CITY"
CAMPAIGN TO UNITE THE TOWN

MASON CITY, Iowa— This summer, Mason City will be launching a city-wide campaign in efforts to bring the community together. Their mission is to develop a positive and united environment that encourages civic engagement.

"When the community stands as one, the community stands strong," said _____. This idea led to the creation of the campaign name, "One Mason City." They are hoping to start a new wave in the community that encourages people to get involved within local city government.

This campaign was created by a group of University of Iowa students in effort to bring attention to the Mason City civic engagement and to encourage involvement on the city boards and commissions.

Mason City is currently looking for applicants for their boards and commissions. You can view the open positions and apply at: http://www.masoncity.net/forms.aspx?fid=517&catid=481.

Stay up to date with Mason City by following them on Facebook and Twitter and stop by the (location name) to pick up your "One Mason City" bumper sticker.

Appendix D: Logo

Logo

Appendix E: Example Social Media Posts

Social Media Posts

1. Are you interested in joining the Mason City Zoning Board of Adjustments? We have one vacant seat open as an alternate. Apply here today: http://bit.ly/2kVTBnQ

2. The Mason City Zoning Board of Adjustments has a vacant seat! By being part of the board you can help a) hear appeals of decisions rendered by zoning administrators; b) interpret unclear provisions in the zoning ordinance; c) interpret unclear provisions in the zoning ordinance; d) decide on applications by landowners to permit buildings or land users. Apply here today: http://bit.ly/2kVTBnQ

3. Zoning helps a community to achieve goals such as: public health, safety, and welfare, natural resource protection, protection of investments, aesthetics, controlling costs of local government infrastructure and services. Apply to join the Mason City Zoning Board of Adjustments today! http://bit.ly/2kVTBnQ

*Photo for Zoning Board of Adjustments posts:*

4. Are you interested in helping to protect the rights of those in your community? The Mason City Human Rights Commission has one vacant position! Apply today: http://bit.ly/2kVTBnQ

5. By being a part of Mason City Human Rights Commission, you can a) disseminate information to educate the public on illegal discrimination and civil rights; b) make recommendations to the City Council for such further legislation concerning discrimination as it may deem necessary and desirable; help plan programs and activities designed to eliminate racial, religious, cultural, and other intergroup tensions. The commission has one vacant position! Apply here: http://bit.ly/2kVTBnQ

6. Do you care about preserving historic buildings and areas in your community? The Mason City Historic Preservation Commission has three vacant positions! Apply here: http://bit.ly/2kVTBnQ

7. By being a part of the Mason City Historic Preservation Commission, you can help a) periodically review the historical district's boundaries; b) develop an action plan; c) compile inventories; and develop educational programs. The commission has three vacant positions! Apply here: http://bit.ly/2kVTBnQ

*Photos for Historic Preservation Commission posts:*
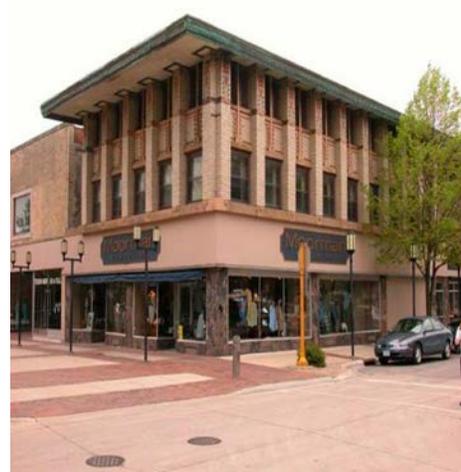
8. Are you concerned about the environment and sustainability levels of your community? The Mason City Environmental and Sustainability Commission has three vacant positions! Apply here today: http://bit.ly/2kVTBnQ

9. By being a part of the Mason City Environmental and Sustainability Commission, you can help a) assist the mayor and city council in identifying the highest priorities for city government and citizens to achieve sustainable management of natural resources; b) recommend goals to achieve conservation of water and energy; and c) develop strategies for sustainability. There are three vacant positions! Apply today: http://bit.ly/2kVTBnQ

Photo for the Environmental and Sustainability Commission posts:

10. Are you interested in improving the infrastructure and electrical codes of Mason City? The Electrical Examines and Appeals Board has two vacant positions! Apply here today: http://bit.ly/2kVTBnQ

11. By being a part of the Mason City Electrical Examines and Appeals Board, you can help a) hear appeals for interpretations of the electrical codes; and b) make recommendations to city council for improving the electrical codes. The board has two vacant positions! Apply here today: http://bit.ly/2kVTBnQ

Photo for Electrical Examines and Appeals Board posts:
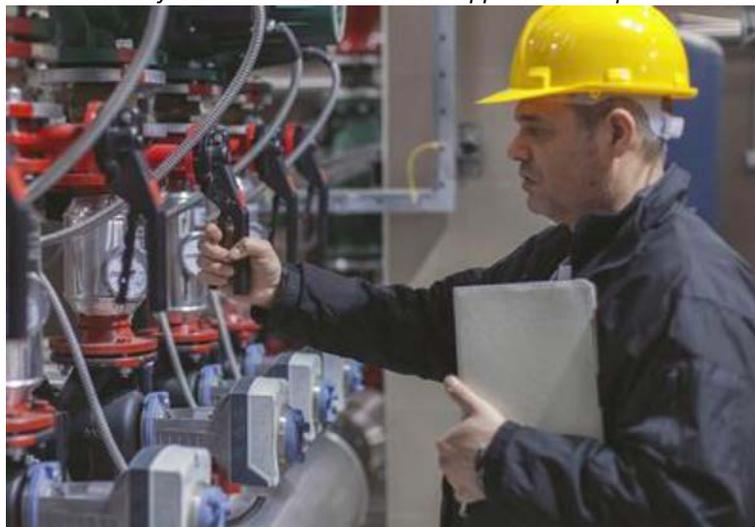
12. The City of Mason City has vacancies on multiple boards and commissions! Apply here today: http://bit.ly/2kVTBnQ

13. Are you concerned about the wellbeing of Mason City? Apply for one of our vacant seats on these boards and commissions today! Apply here: http://bit.ly/2kVTBnQ

14. Do you enjoy helping others in your community? Apply for one of Mason City's boards and commissions today! Apply here: http://bit.ly/2kVTBnQ

Graphic for general posts:

apply for *Boards and Commissions*

Opportunities:

ZONING BOARD OF ADJUSTMENT (1)
HUMAN RIGHTS COMMISSION (1)
HISTORIC PRESERVATION COMMISSION (3)
ENVIRONMENTAL & SUSTAINABILITY ADVISORY COMMISSION (3)
ELECTRICAL EXAMINES & APPEALS BOARD (2)

VISIT MASONCITY.NET

Radio Blurb

Do you want to make a difference in your community? Do you want your voice to be heard? The Mason City boards and commissions provides you the opportunity to do just that. Visit www.masoncity.net for more information on how to apply. Help to make Mason City-One Mason City!

Newspaper Ad

Do you care about your community and want to make a difference? Apply for a position on a board or commission for the City of Mason City today! Applications can be submitted on masoncity.net.

Photo for newspaper ad:

apply for **Mason City Boards and Commissions**

Opportunities for
involvement include:

ZONING BOARD OF ADJUSTMENT
HUMAN RIGHTS COMMISSION
HISTORIC PRESERVATION COMMISSION
ENVIRONMENTAL & SUSTAINABILITY ADVISORY
COMMISSION
ELECTRICAL EXAMINES & APPEALS BOARD

VISIT MASONCITY.NET TO APPLY

#ONEMASONCITY

ONE
MASON CITY