

STRATEGIC COMMUNICATION PLAN

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SITUATION ANALYSIS

The City of Iowa City began its sustainability efforts in the 1980s with energy conservation initiatives, and is now creating green spaces, switching over to LED lighting and sponsoring additional sustainability projects. According to the Iowa City Sustainability Assessment 2013, sustainability is the ability to meet the current needs of the community without compromising the needs of the future generations. The City's sustainability improvements focus on nine key areas: economy, community design and transportation, energy, water, waste reduction, natural ecosystem, housing, community wellness, and arts and culture. Iowa City is working to overcome the deficiencies that fall within certain focus areas such as energy, river water quality and stream bank erosion, waste reduction, invasion species, and rental housing issues. Iowa City hopes to expand its recognition as a sustainable community by increasing its national audience's perception/awareness of economic, environmental, resource management, and social/cultural aspects of sustainability in efforts to bring people to Iowa City.

The City of Iowa City wants to promote the livability aspects of its city, that is, its aesthetics, openness, and social offerings. There are many challenges facing the City of Iowa City in regards to this goal. First, the City has implemented sustainability initiatives, yet has not developed a clear strategy to communicate their message to key publics. It is hard to measure the effectiveness of the campaign as well as gain the resources and tools for executing it because the goal is to influence ideas and overall perception of Iowa City. Iowa City has already made sustainability a main priority for years now, but the current challenge is to inform the rest of the country of Iowa City's impressive quality of life.

ANALYSIS OF THE CITY OF IOWA CITY SUSTAINABILITY SERVICES

PUBLIC PERCEPTION

The City of Iowa City is well known to its local audience, mainly because it is a resource for many things related to businesses, residents and government relations. The University of Iowa is located in Iowa City with a student population of 31,387, which counts for about 44 percent of Iowa City's total population. Iowa City is therefore considered a college town, and has to deal with the perceptions that come along with that type of lifestyle.

Because the City's Communication Office is so new, created only two years ago, the Sustainability Services Office of the organization is not as well known. An important goal for this campaign is to put the city's Sustainability Services at the forefront of the city's activities. The Sustainability Office offers a paper copy of their Sustainability Assessment for 2013, as well as offering a PDF version on their website. This Assessment is 104 pages long and offers statistics and data about Iowa City's Sustainability, categorized in three sections: economic and community design, environmental and resource management, and social. The final page of the assessment includes a list of accolades awarded to the city. The most recent accolades are from 2012, including, #3 in *volunteer hours per resident*, One of America's Best Small Cities, 4th Best U.S. College Destination, City High and West High School named *Best High School*, #1 in the state for "America's Favorite Farmers Markets," #2 "Best Cities or Successful Aging," and Iowa City's Thornberry Dog Park named *One of the Ten Best in America*. These accolades were published in a variety of magazines and websites. These titles help portray Iowa City as a sustainable community to a wider audience.

INTERNAL ENVIRONMENT

The City of Iowa City began its initiative to promote sustainability within the community recently with its 2013 Sustainability Assessment. Both the overview and the full assessment text are provided online at www.ICGov.org. Resources available for communications include the City of Iowa City website, existing social media accounts and a subscription newsletter. The organization's staff includes a Sustainability Coordinator who is tasked with ensuring that the city's public services and planning efforts are rooted in sustainable principles (ICGov.org).

The City of Iowa City's Sustainability team mentioned a few specific elements they believe that Iowa City really excels in: higher education, public education system, low obesity, low unemployment, great arts programs, excellent library, high number of election voters, more than 900 acres of green space, low

likelihood of being murdered, good female median wage (compared to male median wage) and booming local businesses.

Iowa City really excels in particular sustainability elements, but because the majority of the community is not involved, the City is not receiving promotional attention locally, let alone throughout the region. A specific area that the City can continue to work on is their equitability and involving the community in the work that their office handles and creates.

The City of Iowa City has not applied for any accolades in the past, but by applying for more accolades they can create a bigger buzz, especially on the national scale. By having a third party claim you are “the best” at something adds credibility and weight to your organization. Accolades will create more publicity for Iowa City’s sustainability efforts.

EXTERNAL ENVIRONMENT

The external environment of the organization includes competition mainly among other growing cities in Iowa such as Dubuque, Des Moines and Cedar Rapids. Other competition outside of the state includes larger cities such as Chicago, Minneapolis and Kansas City where individuals are moving to seek urban environments. A factor in Iowa City’s environment that could limit the effectiveness of the campaign is the current perception and desire of current residents to move to larger cities with more activities and opportunities. To combat this perception, the campaign needs to highlight that staying in Iowa City permanently will provide vast opportunities to the individual.

TARGET PUBLICS

This campaign will target 25 to 35-year-olds in Eastern Iowa as the main public, grouped in the categories African Americans, young professionals and recent college graduates. This age group falls within the millennial age group, born in the years 1979-1994. This public would be living in larger cities and towns throughout Iowa, specifically including Des Moines, Cedar Rapids, Davenport and Dubuque.

We will target these publics because their values and interests align with many elements of the sustainability pillars that were described in the situation analysis. In brief, young professionals value diversity, arts, technology, community, many employment opportunities and walk-able neighborhoods. Not only do many of these attributes align with sustainability, they are all included in the City of Iowa City's Sustainability Assessment as strengths.

This group of young professionals falls within the average age that couples get married. The average age of women to get married is 27 and 29 for men. These millennials may be looking for a new location to live in order to settle down and have a family. Iowa City's education system was considered strength by the city's sustainability team and *Newsweek* also awarded City High and West High as the *Best High Schools* in 2012 (City of Iowa City, 2013).

The City of Iowa City can provide the target publics with the idea that Iowa City offers a small and sustainable community with big city offerings conveniently located in the Midwest region of the country with a high quality of life.

AFRICAN AMERICANS

According to The State Center of Iowa and The Commission on The Status of African Americans, from 1980 to 2010 there has been a 91.2 percent increase in the number of African Americans families in the state of Iowa. Iowa City Sustainability performance can improve by considering the fact the minority population is increasing significantly. According to the 2000 and 2010 Census, the African American population in Iowa City has increased from 2,333 to 3,912. The median age of African Americans in Iowa is 25.5. The median age for the entire state of Iowa is 38.1. Considering the population of the overall city, the importance and trending concerns for this demographic continues to go overlooked. Iowa's affordable housing program is a huge factor in the influx of African Americans over recent decades. According to The Iowa Commission on

The Status of African Americans, the black unemployment rate of Iowa is 9.7 percent compared to 6.7 percent for the entire state of Iowa.

In the African American community of Iowa City, residences aren't familiar with Iowa City Sustainability. Most black residents do not understand what it means for a community to be sustainable and how that applies to their daily lives. Portions of the black community can be seen as apathetic because without actively seeking resources of sustainability, it may indicate an indifference to the importance of sustainability. Having not heard of the organization, blacks do not feel this organization targets them specifically.

African Americans aren't being marketed as a target audience for Iowa City Sustainability. The current focus is targeting college students and people from well-educated backgrounds as a result of the University of Iowa being the focal attraction of Iowa City. There are some African American who will fall under this umbrella, but unfortunately most will not.

Due to the increase of African Americans moving to Iowa City to live, they are an important target to aim our campaign towards. Affordable health care, housing, and employment are characteristics that the City already supplies to their residents that would specifically appeal to this public.

YOUNG PROFESSIONALS

Young professionals in the working class will be an important target for the City of Iowa City. This public has values and interests that align with many elements of the sustainability pillars that were described in the situation analysis. In brief, young professionals value diversity, arts, technology, community, large employment opportunities and walkable neighborhoods. Not only do many of these attributes align with sustainability, they are all included in the City of Iowa City's Sustainability Assessment as strengths.

Cities in the Midwest have many young professionals that are beginning their careers. For example, the Consumer Report stated that Chicago's population was made up of 21% 25-34 year olds. Iowa City can benefit young professionals living regionally throughout Iowa by offering their services and providing a viable city to relocate.

Sustainability professionals argue that through social media, viral ad campaigns and a wider access to vast stores of information, this public is in a perfect

position to connect with organizations who are trying to make a difference. Young professionals in return can further promote Iowa City as being a national leader in sustainability by investing in their culture and using social media and word of mouth as communication tools to enable the campaign further.

RECENT UNIVERSITY OF IOWA GRADUATES

Every year the University of Iowa graduates thousands of educated, young adults that are eager to enter the workforce. The City of Iowa City has potential to attract this target to stay locally and contribute.

The University does not just graduate students who call Iowa home. A large percentage of the students come from Illinois and other surrounding Midwest states. Illinois actually is home to over 6,000 current Iowa students (University of Iowa, 2011). There is no reason that the City cannot keep these students here. Many of them will move to larger cities in the Midwest like Chicago and Minneapolis. Yet, through well-executed communication and messaging the City has a great opportunity to increase its population with strong, University of Iowa educated citizens.

Iowa City can offer a lot to recent Iowa graduates. Iowa City can offer jobs and a familiar and welcoming community. Iowa graduates provide the city with a high quality workforce. Iowa graduates provide time and money to service organizations.

CAMPAIGN GOAL

The goal of our campaign is to promote Iowa City's image as a community that supports a high quality of life.

If executed effectively, the plan would attract a new population to Iowa City that has the potential to increase positive city aspects such as diversity and local economy. The new population would be benefited by qualities that Iowa City offers, outlined in the plan objectives.

PLAN OBJECTIVES

The plan objectives include:

- To reinforce awareness of target publics' businesses that make up Iowa City's local economy and range of available jobs, specifically to 10% of Eastern Iowa's population within the next twelve months.
- To increase awareness of target publics about Iowa City's social accommodations such as affordable healthcare and high-quality public education, specifically to 10% of Eastern Iowa's population within the next twelve months.
- To create awareness of target publics to Iowa City's aesthetics, parks and green spaces, and arts and cultural offerings, specifically to 10% of Eastern Iowa's population within the next twelve months.

PLAN STRATEGY

PLAN MESSAGE

The message strategies of this campaign will focus on an appeal to *ethos*. By sending messages that are genuine and thoughtful, the audience will relate with the speaker and feel more willing to adopt their beliefs. Research has shown evidence that peer opinions by the Millennial generation are seen as more credible, which is why messages must come from trusted people, seemingly “peers”.

The new Iowa City sustainability communication plan is proactive, meaning we will initiate the conversation to influence the awareness of our targeted publics.

Messages will be created in collaboration with current Iowa City residents, business owners, and community leaders. Message content will focus on two phrases that coincide with the campaign’s objectives:

- “There is a place for you here”
- “Come grow with us”

These messages speak to our objectives of increasing the knowledge of Iowa City’s diverse businesses and job opportunities; social accommodations such as affordable healthcare; and Iowa City’s aesthetics and cultural offerings.

TARGETED DISTRIBUTION

To maximize reach, we must use distribution channels that are familiar in the eastern Iowa communities, as well as trusted messages, collaboration with key local organizations, and partnerships with respected local media in the Iowa community. Iowa City Sustainability needs to establish partnerships with civic groups, community based organizations, the University of Iowa, health care facilities, public agencies and faith-based communities.

The distribution will begin with targeting media outlets here in the state of Iowa. The City will be able to accomplish this with the provided media lists. From there the City will be able to move onto larger National outlets further into the campaign.

MEDIA PARTNERSHIPS

The University of Iowa

The University of Iowa makes up a large percentage of the total population of Iowa City. The University has an Office of Sustainability that has set out plans in their *2020 Vision*, “that have been adopted to pursue and expand sustainability efforts in several key areas of operations, research, education, and outreach.” This potential partnership will open the door to sharing the Sustainability Office posts through the University’s website, active Twitter feed, and Facebook page. If the University of Iowa shares Sustainable Iowa’s content, it will promote our post to thousands of more viewers.

The Daily Iowan

The University of Iowa also has a strong and credible news source, *The Daily Iowan* that includes a print edition, web edition and Daily Iowan TV. By creating this partnership, the *Daily Iowan* can cover events, projects, and news that the City is making towards a more sustainable community. It would be extremely valuable to partner with the University’s media outlets because their messages reach a large population of Iowa City between students, staff, and faculty.

The Press Citizen & The Gazette

In order to promote the campaign, it is necessary to start by partnering in local media outlets first. The *Press Citizen* is Iowa City’s local paper, while *The Gazette* is aimed towards more of Eastern Iowa primarily Iowa City and Cedar Rapids.

The media outlets the organization decides to partner with must include sharable content over social media that is direct and to the point, as well as entertaining. Our target group finds sources more credible if being shared by a friend, rather than a publication or other commercialized source. By partnering with these local papers, our sustainability efforts will reach a larger audience, spanning outside of Iowa City.

Internship

We recommend that the City of Iowa City allot a portion of their funds to creating a summer intern position for a student here at the University of Iowa. The program could last 8-10 weeks with a one-time stipend of roughly \$2,000.

The ideal candidate for this internship would be either a student studying public

relations or a related field such as journalism or communications as well as a student studying graphic design.

Many of the roles designed for the intern could be achieved by either the public relations or graphic design student, but each would bring a unique skill set that could be beneficial. First, the public relations student could better assist in gaining media recognition by better positioning events, releasing press releases and pitches to the provided media lists and further finding outlets to raise awareness. The graphic design student would be more adept at raising awareness through well-designed materials. He or she could create a better website and create more of an online presence through better utilized social media accounts with well designed graphics and posts all generating buzz about the sustainability initiatives of Iowa City.

An internship would further benefit the City of Iowa City Sustainability Services because protocols and procedures could be established through the intern for interacting with the media, creating stories and having a strong online presence that could then be taken into the future by members of your communications team.

PLAN MEASUREMENT

To measure the effectiveness and levels of awareness for the campaign's various messages, we will use various analytic tools. Social networking sites such as Facebook and Twitter have built in analytics that show reach, engagement and audience. These tools will be helpful to analyze the social media followers before, during, and after the campaign. Social engagement will be important to the strategic campaign for the City of Iowa City. There are other analytical tools available for the city to use free of charge, like Google Analytics. This program measures the visits to the city's website and specifically, which pages people are visiting. It is an effective program because it includes the city and state where the website visitor is located. This will be helpful because they can see if people from targeted cities are looking at the Iowa City website.

Another tool the campaign will utilize will be Constant Contact. Constant Contact allows for organizations to create email lists in which the organization can disseminate information through newsletters, surveys and different offers. The organizations can build these email lists through the social campaign features in Constant Contact.

Constant Contact can create social campaigns for the partnered organization on

Facebook. They create three types of campaigns: coupon campaigns, downloadable campaigns and sweepstakes. These campaigns will attract viewers who will add their email to participate, in turn adding to the organization's email list. Constant Contact can also help market special events.

Constant Contact is fairly priced, 0-500 contacts is \$15 a month and the price increases at various increments up to 10,000 contacts for \$75. Non-profit organizations can save up to 30% of this price by paying ahead.

TACTICS:

Social Media:

Social media like Facebook and Twitter can be a strong tool for this campaign because research has shown that people ages 25-34 are likely to participate in social media contests and engagement (Pew Research, 2013). The client can use free social media scheduling tools like Hootsuite to save time each week. Hootsuite will allow the client to plan tweets and Facebook posts for the week and the program will automatically send the information at the time they wish to post. A new Facebook page should be created specifically for the campaign so it is easier to track the analytics.

Facebook Title: Sustainable Iowa City

Twitter Handle: SustainableIA

Social media campaign tagline: There is a place for you here and
#lovemyiowacity

The City of Iowa City would be able to track its reach and audience in social media by using tools such as Google Webmasters and Twitter Analytics.

Facebook and Twitter:

- Social media campaign to get people to come to Iowa City
- Create a social sharing campaign for users to receive gift cards from local businesses
- Create a new profile picture and cover photo for campaign
- Use a hashtag to track the engagement on Twitter (ex. #lovemyiowacity, #iowacityperks, #loveiowacity, #iowacityproud)
- Create, like, and share contests to increase page likes and traffic to the website
- Have monthly spotlights throughout the campaign of local business

owners

- Allocate a portion of the budget for advertising on Facebook
- Share local stories from around the community
- Send at least 2-3 tweets and Facebook posts out per week

Sample posts:

- Who needs a car when Iowa City was ranked the most walkable city in Iowa. Where's your favorite place to walk to in IC? Share with us.
- We are giving away 2 tickets to the concert this weekend at the Englert thanks to (local business). Want to win? Like our page and share this post for your chance to win #iowacityperks
- Check out the FREE, live musicians at Soul Fest this weekend! And don't forget to stop by Sustainable Iowa City's booth on your way!
- Green space spotlight: Have you checked out College Green Park lately? (picture of park) It's a great place for your daily yoga session!
- Need a weekend getaway? Iowa City has a lot to offer when it comes to entertainment and nightlife. You can find all types of events here -> (link to calendar)
- Throwback Thursday! This is what Iowa City looked like 30 years ago: (old picture of Iowa City downtown area) #tbt
- Feeling sick? Call the [Free Medical Clinic](#) on Towncrest Dr. Providing the highest quality healthcare to all of our residents #iowacityperks #lovemyiowacity #theresaplaceforyouhere
- Here for the football game tomorrow? Share pictures of IC and use #lovemyiowacity. There may or may not be a gift card involved if you do!

Potential Social Media Partnership: University of Iowa

Creating a partnership with the Office of Strategic Communication at the University of Iowa will allow our campaign to be heard by both recent Iowa graduates or soon to be college graduates. The [Office of Strategic Communication](#) has a Facebook and Twitter page that can share any of the campaign's tweets or posts. Staff person, Aaron Blau, runs the social media for this office and would be the first person to contact in order to establish a relationship between Iowa City's Sustainability Office and the Office of Strategic Communication.

Events:

It seems most valuable to have a presence at Iowa City events and create awareness among our own city's residents. As our campaign becomes more

known, we can branch out and tackle events in neighboring cities in Eastern Iowa, such as Cedar Rapids, Des Moines, and Davenport.

At each event, the Office of Sustainability will have a booth promoting the campaign's message. *Iowa City has a community with a high quality of life.* Volunteers will be needed to work at the booth for the entire event. The intern and the organization's communication team are convenient volunteers that can be utilized. The organization's volunteers will be instructed to wear t-shirts, specifically designed to promote the organization. Shirts can be designed and printed by Underground Printing. A standard cotton shirt is \$6 each, adding additional colors and images bumps up the price. Buying the shirts in a 20-count bundle, the price of each shirt will be around \$12.



While at the event, the volunteers' goals are to promote the campaign's message and expand their interested publics. The volunteers will encourage event attendees to leave their name and email address on a contact sheet in order to be notified about future events or news regarding Iowa City's sustainability efforts via email. The volunteers will also be handing out ink promotional pens that will display the Sustainability Office's logo and message.

Event options located in Iowa City:

- Soul Fest
- Jazz Fest
- Taste of Iowa City
- Oktober Fest
- Iowa City farmer's market

Event options located regionally within Iowa:

- Drake Relays
- Des Moines Art Show

Budget to consider:

The City should plan to budget up to \$2,000 to attend events. This figure would provide promotional pens, custom tablecloth, any flyers and the contact sheet. The price drops dramatically if the decision is made to not have t-shirts for promotional reasons. There may also be a fee per event.

Engaging African Americans

Fostering a community where residents feel safe and protected is crucial to developing and maintaining a sustainable community. History shows a divide between the African American community and law enforcement. Recent events in Ferguson therefore, providing Iowa City Sustainability an opportunity to get involved and build relationships with a demographic currently being overlooked.

Law enforcement officials of Johnson County are preparing for their 18th annual Citizens Police Academy in January. This time around, the Iowa City police department will be partnering with The Dream Center –a nonprofit, volunteer driven, organization that offers transformational programming to individuals of all socio-economic backgrounds. Participants of this academy will be offered insight into law enforcement decision-making. Topics covered will range from traffic stops to a tour of the Johnson County Jail.

A similar program between the Iowa City police department and the youth of the African American community took place over the summer of 2014. According to Iowa City police Sgt. Scott Gaarde, the police received encouraging feedback about the program.

Iowa City Sustainability can get involved by publicly showing support for the progress being made to better the relationship between the two and providing a clear understanding of how these efforts are building blocks to the foundation of sustainability in Iowa City.

IMPLEMENTATION PLAN

The campaign will run for a 12-month duration, beginning approximately around February 1, 2015.

Months One through Three Plan:

- Hire an intern to assist with implementing the strategic plan
 - Outline intern duties including: attending events, managing the social accounts, and sending press releases to national media outlets
- Immediately implement the social media plan
 - Create a Facebook and Twitter for the campaign titled: Sustainable Iowa City
 - Change profile picture and cover photo on Facebook to match the campaign
 - Create a Hootsuite and link it to the City's Facebook and Twitter account
 - Schedule postings to go out four times per week
- Make contact with local media
 - Send out a press release to the local newspapers about the campaign
 - Send a copy of the 2013 Sustainability Assessment to media outlets
 - Work to set up an interview having the Mayor talk about the campaign
 - Utilize the media list to contact a variety of outlets
- Continue social media implementation
 - For a one-week period of time, depute a Facebook contest and use local business gift cards for the prize
 - Continue scheduling posts through Hootsuite
- Track analytics on Facebook and Twitter
 - Analyze the traffic to the posts, pages, and images
 - Check the traffic to the City's website

Months Four through Seven Plan:

- Pitch stories to larger national media outlets like NPR
 - Create several press releases with updates about Iowa City
 - Give information about Iowa City's accolades
- Attend local Iowa City events
 - Set a goal to attend at least three popular events in the area
 - Pass out promotional items with the campaign's hash tag and tag line
 - Enlist volunteers to work the events and promote the City's offerings

Months Eight through Twelve

- Connect with local organizations to promote the campaign

- To engage various publics, contact a variety of organizations
 - Meet with the organizations to discuss what they think of the campaign
- Send out a survey to see if attitudes have changed about Iowa City
 - This can be done using Constant Contact with the email addresses accumulated throughout the year
 - Send it out on Facebook, email, and on the City's website
 - Ask questions about what people around Iowa learned about Iowa City
- Continue the practice of social media
 - Track the amount of followers on Twitter and Facebook
 - Post at least two to three times per week
 - Collaborate with the University of Iowa to promote the survey on their page

BUDGET

There are only a few things that the City will have to budget for the campaign. They include:

Intern	\$2,000.00
T-Shirts (250)	\$1,500.00
Pens (500)	\$175.00
Promotional Flyers	\$150.00
Custom Table Cloth	\$150.00
Constant Contact	\$50.00
TOTAL	\$4,025.00

A budget of just over \$4,000.00 would be able to pay the intern who would greatly contribute to the goals of the campaign. It would also cover 250 promotional t-shirts at \$6.00 each and 500 pens at \$0.35 each. The promotional flyers and custom tablecloth to bring to events would be about \$300 and to use Constant Contact the City should expect to pay about \$50.00.

MEDIA LIST

Iowa

Iowa City Press Citizen

Emily Nelson Community Content/Engagement Editor
e-nelson@press-citizen.com

The Gazette - Cedar Rapids, Iowa

Carly Weber Arts, Entertainment and Lifestyle
carly.weber@sourcemedi.net

The Gazette Press Releases – news@sourcemedi.net

Des Moines Register

Michael Morain Arts, Entertainment and Culture
mmorain@dmreg.com

Telegraph Herald - Dubuque, Iowa

Dustin Kass General News Contact dustin.kass@wcinet.com

National

The Associated Press

To submit a press release to the Associated Press send it to info@ap.org or call the local bureau at (319) 337-5615.

National Public Radio

To submit a press release or story to NPR you can enter into their Contact Us page (<http://help.npr.org/npr/includes/customer/npr/custforms/contactus.aspx>). You can also send letters to Paul Auster at NationalStoryProject@NPR.org or The National Story Project, PMB 206, 123 7th Ave. Brooklyn, NY 11215.

USA Today

All press releases can be sent to the USA Today Headquarters at 7950 Jones Branch Dr. McLean, VA 22108 or emailed to newstips@usatoday.

The Huffington Post

To submit a press release to the Huffington Post email
scoop@huffingtonpost.com

Whenever submitting press releases to a national outlet like the ones above via email, always insert the press release into the body of the email. For security reasons, many of them will not open emails that have attachments.

EVALUATION

For this sustainability campaign, it is important to use a variety of evaluation techniques to see if the objectives were met. To measure the effectiveness of the campaign, it is important to send out a survey to see if awareness of Iowa City's sustainability efforts have increased.

As outlined in the implementation plan, within months eight through twelve, a Constant Contact survey should be sent out through social media, email, and the website. The survey will measure the effectiveness of the campaign by asking questions related to Iowa City and the sustainability efforts. The results from the survey will show the City of Iowa City what worked and what did not work throughout the campaign. The City of Iowa City can partner with the University of Iowa, local media organizations, and other Iowa City organizations to distribute the survey throughout Iowa. The survey will also show if the campaign raised awareness about the aesthetics of Iowa City including the green spaces, downtown area, and walkability.

For internal purposes, the City can use analytics built into Facebook and Twitter to measure the amount of traffic to the social media accounts. Measuring the amount of people going to the social media accounts will help the City better understand what postings work and which do not. Not only will the City evaluate the social media analytics after the campaign, but also following events. Analyzing the social accounts after events will show how many people followed up with the City after face-to-face contact in Iowa City and around Iowa.

Another form of evaluation could be for the City to contact local businesses in the area to see if the rate of applications has gone up. By interviewing and calling local businesses about the amount of applications they receive, it will directly relate to the economic objective in the campaign. Giving calls to the local hospitals and free clinics can also show the City if the information about the health care offerings in the city were used more after the campaign duration.

Through these forms of evaluation, the City of Iowa City will see if the rate of awareness has gone up since the beginning of the campaign.

