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I hope that the Social Capital Survey of Tompkins County helps improve race relations in Tompkins County. In the future, I would be more than happy to help with any work related to social capital in the County.

Marketing/Outreach Campaign of Social Capital Survey of Tompkins County Executive Summary

During the spring 2012 semester, I worked with a group of four graduate students in the CRP 6311 Consulting for Nonprofit and Government Organizations and Tompkins County course and community leaders on follow-up work about the Social Capital Community Benchmark Survey of the fall 2010 semester. We are doing work in preparation for the next time that that survey is conducted in Tompkins County. My work is the development of a multi-faceted marketing campaign for the Social Capital Survey of Tompkins County.

The main parts of this campaign are the branding of the Survey, the educational campaign, and the media campaign. The branding consists mainly of the logo, the Internet site, and products. The educational component contains tabling at local events, placing forms in local establishments/businesses, holding information sessions, and holding meeting with stakeholders. The media campaign involves promotion of the Survey through social media websites and traditional media.

The key players include the Tompkins County Survey Board (clients), the Program Associate, various committees, and spokespeople. The clients are the community leaders who have been working on the Social Capital Survey of Tompkins County for the past few years. The new Program Associate is charged with coordinating with the other players and completing other survey-related work. The committees include the Advisory Council, the Community Committee, the Young Professionals Committee, the High School Students Committee, and the University Students Committee. Spokespeople are respected Tompkins County leaders who help promote the Survey.

In this paper, I make several recommendations. The marketing plan should be used. Additional materials should be developed. The plan could be expanded in various ways. Elements of the marketing plan should continue after the Survey has been completed. The Toolkit should be distributed to other communities who are conducting their own Social Capital surveys.

Literature Review

Introduction

At the request of community leaders in Tompkins County community leaders, during the fall of 2010, several Cornell Institute of Public Affairs (CIPA) students conducted the nationally-used short version of the Social Capital Community Benchmark Survey. The Survey analyzed the results and provided recommendations to those leaders. Results from this survey are now being used to improve racial and ethnic relations in the County.

During the spring 2012 semester, CIPA students are working on two follow-up projects regarding future social capital surveys in Tompkins County. The work of Jamie Frank, Gabriela Leite Soares, Hao Luo, and Carrie Young is regarding further analysis of the 2010 survey, locality testing, and a broad communications strategy (The marketing campaign of this paper has been incorporated into their larger scheme.). As their report discusses background information about race and ethnic relations in Tompkins County and the Social Capital Community Benchmark Survey, this report does not cover that material. This paper describes a marketing and outreach plan that could be used about the social capital survey in Tompkins County and nationwide. It also includes a variety of sample documents that could be used in an actual marketing campaign.

Key Marketing Principles

There are many aspects of a successful marketing campaign. A large part of such campaigns involve informing the public. Important parts of a publicity campaign include:

- Understanding the product that is being promoted
- Following deadlines
- Creating catchy press releases that capture the public's attention and that should be one or two pages long
- Using brief, informative descriptions
- Having someone review the campaign
- Distributing information to the appropriate people
- Following up with those peopleⁱ

Branding is important in marketing campaigns. Key rules of branding include:

- Know market
- Be unique
- Do not use prefixes
- Distinguish self from competitors
- Use language well and do not assume anything
- Be positive
- Be simple
- Conduct market research, including focus groups, to determine the receptiveness level of the target marketing.ⁱⁱ

As marketing research shows that 80 percent of visual information is related to color,ⁱⁱⁱ color is a vital part of marketing campaigns. Colors have a variety of connotations and thus are used in different situations, depending on the topic of the subject and the message conveyed.

While red attracts attention, red can also denote danger^{iv} and cause angry, negative feelings. Meanwhile, blue is calming, but too much of it is cold. Meanwhile, yellow showcases optimism, purple is success, and brown is stability.^v An important concept related to color is contrast. It is difficult to read marketing materials with bad contrast. An easy way to check color contrast is to change it to grayscale temporarily.^{vi}

A major aspect of branding consists of the creation and use of a logo. Many such campaigns use an easily-recognizable logo, which help people easily identify and remember a company and/or product. Logos do not have to be complicated in order to be effective. They vary in content. They do not necessarily have to include an image and/or the name of the company. They also do not have to use many colors. Some of the most famous ones, including that of FedEx, use two colors. Examples of famous logos include that of Coca-Cola, Audi, Apple Pepsi-Cola, Walt Disney, IBM, Nike, Google, and Starbucks.^{vii} The logos are placed on various publications and promotional products.

A key element of marketing involves market segmentation. In marketing segmentation, the general population is divided into groups that have the same needs and will respond in similar ways to marketing.^{viii} An example of market segmentation involves the various types of hotels at Walt Disney World in Orlando, Florida. The categories of those hotels include Disney Deluxe Villas, Disney Deluxe Resort Hotels, Disney Moderate Resort Hotels, Disney Value Hotels, Disney Campgrounds, and Other Select Disney Resorts. Those hotels target customers with different interests and budgets.^{ix} In the context of Tompkins County, segmentation could involve various groups of stakeholders, who would each get a slightly different message about the Social Capital Survey of Tompkins County. For example, religious institutions might hear more about the religious-based findings of the Survey than other stakeholders would.

Marketing should be developed in multiple forms, as a way of reaching different audiences. These include the traditional print media of signs, fliers, posters, mail, newspapers, and magazines. Other forms include audio-visual ones, which involve the use of radio and televisions. Recently, newer forms have involved the Internet, electronic mail, and social-networking sites, such as Facebook.com and Twitter.

There are advantages and disadvantages to the various means of advertising: television, radio, print, and outside. Television commercials have a high reach, involve some targeting, are auditory and visual, and have a low cost per exposure. However, in such advertising, there is wasted coverage, which causes a high total cost. In addition, it is difficult to communicate complicated information.^x Furthermore, television advertisements tend to be national in scope and are expensive. In addition, they are thought of as being intrusive.^{xi} Meanwhile, advantages of radio advertising are more specific targeting, low cost, and quick creation. Drawbacks to this means of advertising include auditory only, low attention (competes with other activities, such as driving), difficulty in conveying complex information, and little available research.^{xii} Radio commercials are local in scope.^{xiii} Print advertising consists of newspapers and magazines. While newspapers are timely and have good local market coverage,^{xiv} newspaper advertising is viewed as informational. In addition, newspaper advertising does not have to be reserved far in advance.^{xv} However, newspapers have a short life, are not selective in terms of demographics, and do not reproduce at high quality. Meanwhile, magazines have good market selectivity, can be reproduced well, and have long lives. However, magazines come at a high cost, and there is not a guarantee of position. Finally, outdoor advertising is location specific and is easily noticed. Problems with this means include the short exposure time, poor image, and local regulations.^{xvi}

Newspaper and radio advertising seem to be better fits than television advertising as means to publicize the Social Capital Survey of Tompkins County.

Present in various types of marketing, scare tactics have been used in media to cause consumers to act in a certain way, such as buying a product or donating money to a campaign. While such marketing methods could work for some people, they could also turn others off.^{xvii} Scare tactics could be used in radio and television advertising regarding the Social Capital Survey in Tompkins County.

Jingles are brief songs, which usually mention a brand,^{xviii} often used in marketing campaigns. They often have catchy melodies and thus help customers remember the product/campaign. Famous jingles include Wrigley's Doublemint Gum's "Double Your Pleasure, Double Your Fun," Chicken Tonight's "I Feel Like Chicken Tonight;" and Oscar Mayer's "If I Were an Oscar Mayer Wiener."^{xix} In Tompkins County, jingles could be used in radio and television advertisements about the Social Capital Survey of Tompkins County.

Many marketing campaigns use focus groups in order to evaluate services or test ideas. Focus groups tend to consist of six to ten people in the same room, preferable in a conference room where chairs are configured so that the participants can each other. Focus group meetings should occur for between one hour and one-and-a-half hours in language. Refreshments should be provided. The following is the agenda of most focus group meetings: welcome, agenda, goals of the meeting, introductions of people/materials, questions and answers, and conclusion. Participants in many focus group meetings do not know each other. The sessions should be recorded in at least one of the following way: audio, video, and written notes. It is important to avoid one or two participants dominating these meetings.^{xx} In Tompkins County, the Advisory

Council could form as a type of focus group that would discuss and provide advice on marketing materials regarding the Social Capital Survey of Tompkins County.

Some marketing campaigns have involved celebrity endorsements. For example, since 1993, print advertisements for the Got Milk? Campaign have featured celebrities from sports, media, and entertainment. Other products that have been endorsed by famous people include Snickers, GAP jeans, Pepsi, L'Oreal, cologne, vodka, and MacIntosh.^{xxi} Trusted local officials could serve as such spokespeople for the Social Capital Survey of Tompkins County.

Marketing of U.S. Census

The decennial U.S. Census, which counts every resident in the United States and affects representation in the Electoral College and the U.S. Congress and funding, has been marketed well in the United States, especially in 2000 and 2010. The marketing campaigns have been multi-faceted. After the mail-response rates for the Census had declined in 1980 and 1990, the marketing campaign for the 2000 Census coincided with the first increase in mail response. For Census 2000, the marketing campaign consisted of partnerships, an advertising campaign, promotional activities, and media services.^{xxii} The Census 2000 AdTeam consisted of five advertising agencies: The Chisholm-Mingo Group, specializing in African-Americans and growing African and Caribbean audiences; the Bravo Group, focusing on Hispanics; Kang & Lee, working on Asian, Russians, Polish, and Arabic-speaking individuals; and G&G Advertising, focusing on American Indian and Alaska Natives. Thus, they had segmented the market based on racial and ethnic groupings. The media campaign included radio, television, print, outdoor, and Internet ads in 17 languages to reach 99 percent of all people living in the United States. As a way of emphasizing the importance of the Census, the marketing campaign's main message was "This is your future. Don't leave it blank."^{xxiii} This message was tailored to different populations, hence using the segmenting the market principle. For example, the slogan for Native Americans, who value children and elderly people, was "Generations are counting on this. Don't leave it blank."^{xxiv}

The marketing of the 2010 Census also was multi-faceted. The goals of the 2010 Census Communications Campaign, which "is arguably the most comprehensive social marketing and communications campaign conducted in the United States as it is intended to reach all audiences,"^{xxv} were to increase the mail response rate, increase accuracy and decrease

undercount, and increase cooperation with door-to-door census takers.^{xxvi} The Census 2010 created and used a colorful, visually-appealing logo (which is Appendix A of this paper) of a hand composed of parts of different colored hands.^{xxvii} This logo was featured in Census 2010 marketing materials, including bags, water bottles, notepads, and other objects. That logo was modified slightly for the use by states, including Minnesota^{xxviii} (Minnesota's U.S. Census 2010 logo is Appendix B of this paper). The communications plan consisted of a multi-phased media campaign involving television, radio, outdoor and transit, newspaper, and magazine advertising.^{xxix} Social-media websites of the Census include Twitter, Facebook, YouTube, and Flickr. In addition, people could sign up for e-mail updates from the Census Bureau,^{xxx} which administers the Census. In addition, Census Bureau employees tabled at various community events, including Fiesta Asia 2010 in Washington, D.C.

While the marketing campaign of Tompkins County cannot be as large-scale as that for the U.S. Census, it could incorporate best practices from that of the U.S. Census. As the U.S. Census Bureau posted its marketing materials online so that others could use them,^{xxxi} the Tompkins County marketing plan could be shared with other communities nationwide.

Marketing in Tompkins County

Marketing and branding campaigns have been used and have been successful in Ithaca. Many local organizations, Cornell University groups and offices, and other local entities have their own websites. In addition, they disseminate information through their listservs and crafted and distribute promotional materials, such as pens, pencils, key-rings, t-shirts, and other products. Famous for its gorges, Ithaca has marketed itself through the green “Ithaca is Gorges” t-shirts (The “Ithaca is Gorges” logo is Appendix C of this report.). Furthermore, the local anti-hydrofracturing campaign consists of lawn signs.

In addition, the logos of different local businesses have been on various locations in Tompkins County. For example, the logos of local outlets (such as The Cornell Store, the Cornell Sun, and the Ithaca Journal) are located on the front page and other pages of the website of Cornell Athletics^{xxxii} (Appendix D of this report is a screenshot of that website’s front page.). In addition, they are located in some of Cornell’s sports facilities. Logos of local stores are also located on some of the taxis in the County. Likewise, the logo of the Social Capital Survey of Tompkins County could be located on websites, athletics facilities, taxis, and other venues in the County.

The fall 2010 Social Capital Survey of Tompkins County was publicized in a variety of ways. The fall 2010 group contacted various local and Cornell University entities about that survey. In addition, they promoted that event at multiple local events and establishments. In addition, that survey was discussed in the "All Things Equal" radio show and multiple newspaper articles. My marketing campaign builds upon and expands this outreach, while professionalizing it.

Methodology

The main groups working on this project are Miriam Edelman, the Core Client Group (CCG), and the spring 2012 CIPA group. The aim of this project is to help the CCG develop a set of marketing strategies that could promote the Social Capital Survey and its findings in the future.

The Core Client Group includes George Ferrari, Jr., Executive Director of the Community Foundation of Tompkins County; Professor John Neuman, Founder and CEO of 1492 Consulting; Jean McPheeters, President of Tompkins County Chamber of Commerce; Alan Pedersen, Vice President, Human Resources, of Cayuga Medical Center; and Laurie Linn, President of Communiqué. Since Linn is the President of Communiqué design and marketing firm,^{xxxiii} she serves as a main client contact for this project. Her firm designed the logo of the Social Capital Survey of Tompkins County

The spring 2012 CIPA group includes CIPA students: Jamie Frank, Gabriela Leite Soares, Hao Luo, and Carrie Young. Carrie has been the project manager/student leader. While Jamie has been in charge of locality testing of the Social Capital Survey in Tompkins County and Gabriela has taken the lead on the broader communications strategy of that survey, Hao has been completing further statistical analysis of the results from the fall 2010 Social Capital Survey in Tompkins County.

Data/Findings

Introduction

The marketing plan for the Social Capital Survey of Tompkins County is multifaceted. Its three main components are the branding of the Survey, the educational campaign, and the media campaign. Elements of the branding piece include a color scheme and the creation and use of a logo; a website; letterhead; and products, such as pencils, pens, and signs. The educational campaign consists of tabling at local events, distributing forms in local establishments/businesses, and holding information sessions and stakeholders. Finally, the media campaign contains publicizing the Social Capital Survey of Tompkins County through the ever-popular social media websites and traditional media. Survey-related work, which includes marketing the Survey, conducting the Survey, and working with results from the Survey are to be coordinated by a paid staff-member the Community Foundation. He/she is to work with the core client group, five new committees, and the spokespeople.

Samples of marketing materials are located in the Tompkins County Marketing Toolkit (which is Appendix E of this report). Some materials (such as forms, spreadsheets, and other documents) can be modified/used in a real marketing campaign. Other materials (such as text of pages of a survey website and the script of radio and television advertisements) can be used in the development of such a website and advertisements. Creation of the actual website and the advertisements are beyond my knowledge. Furthermore, due to time constraints, I was unable to develop prototypes of all the marketing materials of her marketing and outreach campaign. I recommend that the remaining materials be made.

Various people are to help with the implementation of the Tompkins County Social Capital Survey. A paid Program Associate and some volunteers are to conduct this survey. Grants and revenue-generating activities are to try to cover the cost of the Survey.

Branding of Survey

In order to generate awareness, the Social Capital Survey in Tompkins County is to be branded. The key elements of the branding strategy are to include color scheme, logo, website, letterhead, and products. The color scheme, which is based on the national version of this survey, is to be blue and orange/yellow. All of the Tompkins County Social Capital Survey materials are to feature at least some of those colors. The logo is to be featured on all Survey materials, such as fliers and PowerPoint Presentations. In addition, it is to be displayed on other Tompkins County venues and websites.

The Tompkins County Social Capital Survey's website is to serve as a wealth of information for the general public. Sections of this website are to include "Homepage," "Overview of Social Capital Survey," "History of Social Capital Survey in Tompkins County," "Press Coverage of Survey in Tompkins County," "Press Releases of Survey in Tompkins County," "Media Advertisements about Survey," "Schedule of Survey-Related Events (Past, upcoming)," "Survey Online," "Initial Results," "Survey on Social Media Websites," "Online Store," "Key People," "Local Partners," and "Spokespeople." The Program Associate is to update this website on a regular basis. In order to make the Survey be professional, all press releases and letters are to be on Survey letterhead.

Finally, branding of the Social Capital Survey of Tompkins County is to include promotional items. These products are to be designed to generate awareness and excitement about and/or revenue for the Survey. Following the model of other organizations (such as DC Vote, which strives for full voting representation in the U.S. Congress for residents of Washington, D.C.), the following items are to be given out for free at tabling sessions at local events: pens, pencils, stickers, and key-chains. Meanwhile, members of the general public are to

be able to purchase the following items (which would be marked-up in order to raise money to fund this marketing campaign): shirts, hats, scarves, bags, mugs, and buttons. Perhaps, every year, multiple new products could be introduced. In order to engage school-age children (and thus their families), children could compete in a competition to design some of the larger promotional products.

All of the components of the marketing strategy are presented in a timeline format to show rough chronological order. This schedule gives a sample timeline showing the events of the branding campaign and when they occur. The five timelines (Branding of Survey, Educational Campaign, Media Campaign, New Key Players, and Conducting Survey) occur in the same time frame and complement each other. These timelines are generally in chronological order, but they are not in exactly such an order because related events (which occur at different times) are located near each other on the timelines. These timelines are found in the color-coded Timeline part of the Toolkit. Different aspects of this marketing campaign have been assigned different colors.

The following is the schedule for Branding of the Survey:

1. Creation of Materials: Logo, Website, Letterhead, Products (Months One through Four)

During the first four months, materials (that would help brand the Social Capital Survey of Tompkins County) are to be created. Materials from the Toolkit could help with this work.

2. Identification of Venues where Survey's Logo Could Be Placed (Months Four and Five)

During the fourth and fifth months, the Toolkit's list of venues (where the logo of the Social Capital Survey of Tompkins County could be placed) is to be expanded.

Sometimes, in Tompkins County, logos could be in different venues in return for a cash

payment/donation. Thus, it might not be feasible for to Survey's logo to be in many venues.

3. Contact of Non-Survey Places About Use of Survey's Logo (Month Six)

During the sixth month, the venues from the list of the second step are to be contacted about the placement of the logo of the Social Capital Survey of Tompkins County.

4. Survey's Logo in Other Locations (Months Seven Through Eleven)

During the seventh through eleventh months (if not later), the logo of the Social Capital Survey of Tompkins County are to be displayed in the locations of the prior two steps.

5. Launch of Website (including online store) (Month Six)

At the start of the sixth month, the main website of the Social Capital Survey of Tompkins County is to be launched. The online store is to be introduced at the same time.

6. Update Website (As Necessary) (Months Six Through Twelve)

After the website is launched, it is to be updated as necessary throughout the rest of the marketing campaign.

Educational Campaign

The educational campaign's goal is to inform the general Tompkins County community and stakeholder group types of the Social Capital Survey in Tompkins County. The main components of this campaign are to include information sessions, tabling sessions at local events, the placement of survey fliers at local businesses, and stakeholder-specific meetings. At monthly information sessions, Tompkins County residents are to learn about the Survey and its importance. At local events, volunteers are to distribute fliers about the Survey and small promotional items (pens, pencils, stickers, and key-chains) to Tompkins County residents. At these events, they are to conduct the Survey online through their laptop computers. Since it is not known during what part of the year the Survey is to be conducted, this report does not suggest specific events where this Survey could be promoted. However, the Toolkit contains a list of Tompkins County events. In addition, at many different Tompkins County establishments (such as stores, restaurants, theaters, hotels, libraries, museums, religious institutions, medical offices/hospitals, and other venues), County residents are to be able to pick up Survey fliers, which are to include a link to where they can take the Survey online.

Furthermore, the educational campaign is to feature specific outreach and meetings of different stakeholders. These stakeholders are an example of market segmentation. The stakeholders, all of whose work relates to race and ethnic relations in Tompkins County at least a little, are to meet monthly. They are to help promote the Survey in the work, and they are to also help with further work about the results of the survey (This work is part of the Survey's broader communications strategy.). The following are potential stakeholder groups:

- General local non-ethnic community groups – such as the Downtown Ithaca Alliance (<http://www.downtownithaca.com/>), They are to help promote the Survey in their groups.
- Local ethnic community groups – including the Latino Civic Association of Tompkins County (<http://latinocivicassociation.blogspot.com/>), They are to help promote the Survey in their groups.
- Local government officials – including members of the Tompkins County government, the Mayor of Ithaca, other members of the governments of Ithaca, and members of other city governments; They are to help promote the Survey in their groups.
- Places of religious worship – such as St. John’s Episcopal Church (<http://www.stjohnsithaca.org/>); They will help promote the Survey in their groups.
- Elderly groups – such as Kendal at Ithaca (<http://kai.kendal.org/Default.aspx>); They are to help promote the Survey in their groups.
- Local establishments – such as the Ithaca Farmers Market (<http://www.ithacamarket.com/>); Fliers about the Survey are to be brought to and displayed in those establishments.
- Police officers – They might help promote the Survey in their groups.
- Non-college/university school principals and teachers – These individuals are to also recruit volunteers and members of High School Students Committee. They are to promote the Survey in their schools.
- Certain employees/groups of Cornell University (<http://www.cornell.edu/>), Ithaca College (<http://ithaca.edu/>), and Tompkins Cortland Community College

[\(http://www.tc3.edu/\)](http://www.tc3.edu/) – These groups are to also recruit volunteers and members of University Students Committee. They are to also promote the Survey in their schools.

- There might be other stakeholders groups.

The following is the schedule for the Educational Campaign:

1. Creation of Materials: Fliers, PowerPoint Presentations, and Outreach E-mails (Months One through Four)

During the first four months, materials (that would help with the education campaign) are to be created. Materials from the Toolkit could help with this work.

2. Selection of Stakeholders (Month Three)

During the third, the Toolkit's list of stakeholders is to be expanded.

3. Selection of Stakeholders (Month Four)

During the fourth month, the stakeholders of the prior step are to be contacted about the Social Capital Survey of Tompkins County.

4. Monthly Stakeholder Meetings (By Stakeholder Group) (Months Five Through Twelve)

Throughout the rest of the marketing campaign, each stakeholder group is to hold monthly meetings. Those meetings are to be led by the Program Associate and are to occur in the Tompkins County Chamber of Commerce. Some of the potential content of these meetings are in the Communications Strategy of the spring 2012 Social Capital group.

5. Identification of Events and Tompkins County Venues to Promote/Conduct Survey (Months Four and Five)

During the fourth and fifth months, the Toolkit's lists of events/venues (where the Social Capital Survey of Tompkins County could be promoted) are to be expanded.

6. Contact of Events and Venues About Survey (Month Six)

During the sixth month, the events and venues from the list of the prior step are to be contacted about the placement promotion of the Social Capital Survey of Tompkins County.

7. Promotion Survey at Tompkins County Events and Venues (Months Seven Through Eleven)

During months seven through eleven, the Social Capital Survey of Tompkins Council should be promoted at Tompkins County events and venues. During the Survey Conduct period, the Survey could be conducted at these places.

8. Distribution and Display of Survey Fliers in Tompkins County Establishments (Months Seven Through Eleven)

During months seven through eleven, fliers about the Social Capital Survey of Tompkins County should be distributed to and displayed in various Tompkins County establishments. Distribution can occur through staff-members of the establishments picking up the fliers and/or volunteers bringing the materials to the establishments.

9. Monthly County-Wide Information Sessions (Months Five Through Eleven)

During months five through eleven, there are to be monthly County-wide information sessions about the Social Capital Survey at Tompkins County. These meetings would occur in an easily accessible location. Perhaps, recruitment of community volunteers could happen at these events.

Media Campaign

To further increase community awareness and engagement, the marketing campaign is to use social media websites and traditional media. Social media websites are to include Facebook.com, Twitter.com, Flickr.com, and Youtube.com. The Program Associate is to update those websites. While photographs from Survey-related events are to be on the Survey's Flickr.com page, videos from those events are to be on the Survey's Youtube.com site. Traditional media include print media, television, and radio. There are to be articles/coverage and advertisements of the Survey in the traditional media. Radio coverage is to include biweekly radio spots on the "All Things Equal" radio program. In addition, the Tompkins County Survey Board is to write press releases and draft Letters to the Editor that could be used in this media campaign. As the media has been used in the fall 2010 conducting of the Social Capital Survey in Tompkins County, it could be used in the future to promote this survey.

The following is the schedule for the Media Campaign:

1. Creation of Materials: Print advertisements, television advertisements, radio advertisements, Facebook page, Twitter page, Flickr.com, YouTube page, and press releases (Months One through Six)

During the first four months, materials (that would help with the media campaign) are to be created. Materials from the Toolkit could help with this work.

2. Advisory Council Review of Media Campaign Materials (Months Five And Six)

During the fifth and sixth months, the Advisory Council is to review the materials of the media campaign. Then, those materials are to be finalized.

3. Airing commercials: print, television, and radio (Months Seven through Eleven)

During months seven through eleven, there are to be the publishing of print commercials and the airing of television and radio advertisements about the Social Capital Survey of Tompkins County.

4. Biweekly radio spots on “All Things Equal” radio program (Months Seven through Eleven)

During months seven through eleven, there are to be biweekly radio spots on “All Things Equal” radio program. Members of the Tompkins County Survey Board and others are to speak about the Social Capital Survey of Tompkins County during these segments.

5. Press Release to Local Media (Once at Start of Every Month) (Months Six Through Twelve)

During months six through twelve, there are to be press releases to the local media. There are to be at least one press release at the start of every month.

New Key Players

The Social Capital Survey in Tompkins County is to be conducted by a variety of people, including the Tompkins County Survey Board (Clients), the Program Associate, the Advisory Council, the Community Committee, the Young Professionals Committee, the High School Students Committee, and the University Students Committee. The clients are to be Tompkins County community leaders who have developed the Social Capital Survey in the County. They are to continue to play active roles in the implementation of the Survey and follow-up work regarding the Survey's results. The clients are to include George Ferrari (Community Foundation of Tompkins County), John Neuman (1492 Consulting Group), Alan Pedersen (Cayuga Medical Center), Jean McPheeters (Tompkins County Chamber of Commerce), and Laurie Linn (Comminiqué).

The Program Associate is to aid in the communications regarding and the conducting of the Social Capital Survey in Tompkins County. Responsibilities are to include, but are not limited to, corresponding and meeting with shareholders and volunteers, working with the four new committees, working with the Local Partners, working with the spokespeople, updating the Survey's website, updating the other online pages of the Survey, and promoting the Survey at events. If a new Program Associate is too expensive, then at least some of the Program Associate's work could be completed by a part-time intern. However, since interns are not full-time and thus may take this work less seriously, it is advised that a Program Associate be hired.

The five committees (who help with the implementation of the Survey and other work) are to include the Advisory Council, the Community Committee, the Young Professional Committee, the High School Students Committee, and the University Students Committee. It is advised that those groups would be racially, ethnically, and religiously diverse. The Advisory

Council is to be a group of Tompkins County community members who are to aid in the development of marketing materials for the Social Capital Survey in Tompkins County. The Community Committee is to consist of representatives of various stakeholders. Members of this committee are to help conduct the Social Capital Survey in Tompkins County and work with the results of the Survey. Thus, stakeholders are to meet in their individual stakeholder groups and in the joint Community Committee.

The Young Professional Committee is to consist of young professional residents, ages 20 years old to 40 years old. Members of this committee are to help conduct the Social Capital Survey in Tompkins County and work with results of the Survey.

The remaining two committees are to perform similar duties, but they are to differ in their membership. The High School Students Committee is to be composed of students from high schools in Tompkins County. Members of this committee are to help conduct the Social Capital Survey in Tompkins County and work on race/ethnic relations in their schools. At their schools, they also are to help recruit volunteers to promote the Survey. Meanwhile, the University Students Committee is to be composed of students from Cornell University, Ithaca College, and Tompkins County Courtland Community College. Members of this committee are to help conduct the Social Capital Survey in Tompkins County and work on race/ethnic relations in their schools. At their schools, they are to also help recruit volunteers to promote the Survey. In-school work that members of both of those groups could complete is holding diversity workshops and events celebrating various groups of people (some of which could be in line with the various cultural heritage months throughout the year).

Spokespeople are to help promote the Social Capital Survey of Tompkins County. Those influencers are to be well-respected Tompkins County individuals, such as the Mayor of Ithaca.

They are to be featured in promotional materials (such as commercials and advertisements) and on the Survey's website. They are to also help with tabling sessions, information sessions, and other events of the Survey. They are to wear Survey-related buttons, pins, and other Survey-related merchandise at work, thus promoting the Survey. These spokespeople are to do this promotional work for free or with minimal compensation. This work is to benefit the Survey by establishing by-in from important Tompkins County residents. Such endorsements are not unprecedented.

Before the twelve-month marketing campaign begins, details of the Program Associate position are to be determined. Such details are to include where the employee will be housed (It is recommended that he/she is housed in the Community Foundation of Tompkins County.), exactly who the employee is to report to, and his/her exact compensation package. In addition before that year begins, fundraising should occur. In fundraising, Tompkins County would apply for grants and do other activities.

The following is the schedule for the New Key Players part:

1. Program Associate Position (Hiring) (Months One and Two) (As the Program Associate is critical to the entire marketing campaign, this step precedes the rest of the marketing campaign, except for the pre-steps.)

During the first two months, the Program Associate is to be hired. The Toolkit's job announcement for this job could be used in this process.

2. Creation of Committees – Advisory Council, Community, Young Professionals, High School Students, University Students (Months Three and Four – However, people can join the latter three committees later.)

During the third and fourth months, the new committees should be formed.

Materials from the Toolkit could help with this work.

3. Monthly Meetings of Committees (Community, Young Professionals, High School Students, and University Students) (Months Five Through Twelve)

During months five through twelve, the Community, Young Professionals, High School Students, and University Students Committees are to each have their own monthly meetings. Those meetings are to be led by the Program Associate and are to occur in the Tompkins County Chamber of Commerce

4. Selection of and Contact Spokespeople (Months Four and Five)

During the fourth and fifth months, the Spokespeople are to be selected and contacted. Materials from the Toolkit could help with this work.

5. Promotion of Survey by Spokespeople (Months Six Through Twelve)

During months six through twelve, the Spokespeople are to promote the Social Capital Survey of Tompkins County in a variety of ways.

Conducting The Next Social Capital Survey

After the marketing campaign (excluding the hiring of the Program Associate) has occurred for five months, the Social Capital Survey in Tompkins County is to be conducted online for four months. The Program Associate and volunteers, who are to be mainly high school students and university students, are to be conducting the Survey online at local events. They are to be able to receive community service hours for their work. Likewise, as volunteering helps the community, adult Tompkins County residents are to also be able to volunteer. In addition, Tompkins County residents are to be able to complete the Survey online on their own.

Launch/Day/Take Survey Day is to occur on the first day where Tompkins County residents are to be able to take the Survey online. The launch day is to begin with a morning press conference in a prominent Tompkins County location. Participants are to include local officials, clients, representatives of key racial/ethnic County groups, and selected other guests. That afternoon in an accessible Tompkins County location, Tompkins County residents are to be able to complete the Survey online. In the evening, there is to be a launch party, where the general public can learn about that Survey and take it online. That party is to also include food, entertainment, and children's activities. A schedule of this day is in the Toolkit.

After the Survey is completed, there is to be a results party. At the results party, Tompkins County residents are to learn about the initial results of the Survey. Like the launch party, the results party is to include food, entertainment, and children's activities.

The following is the schedule for the Conducting Survey part:

1. High School Students Committee and University Students Committee Recruitment of Volunteers (Months Six Through Eleven)

During months six through eleven, the High School Students Committee and the University Students Committee are to recruit volunteers. Others could also recruit volunteers.

2. Survey Launch (Start of Month Seven) (This launch will occur on the Launch Day/Take Survey Day.)

At the start of the seventh month, the Social Capital Survey of Tompkins County is to be launched. This launch is to occur on the Launch Day/Take Survey Day. The schedule for that day is in the Toolkit.

3. Survey Conduct (Months Seven through Eleven)

During months seven through eleven, the Social Capital Survey of Tompkins County is to be conducted online. Tompkins County residents could also complete the Survey on volunteers' laptop computers at various Tompkins County events, where the Survey is to be promoted.

4. Survey End (End of Month Eleven)

On the last day of the eleventh month, the Survey conduct period of the Social Capital Survey of Tompkins County will end.

5. Results Party (Month Twelve)

During the twelfth month, initial general results of the Social Capital Survey of Tompkins County are to be presented at a Tompkins County-wide community-building results party. That party could be similar in nature to the Launch Party. In addition, the results of this survey would be presented in different ways to the various stakeholder groups.

Budget

The marketing campaign has some costs and revenue-generating activities. Each of the campaign's components has associated costs. However, some of the costs (such as those for the logo website, the printing of fliers, and the SurveyMonkey website) amount to zero dollars. Meanwhile, other costs could equal zero dollars through possible in-kind contributions of Tompkins County establishments. For example, local restaurants could provide food for survey-related events. In addition, university and community groups could sing and dance at the Launch Party and the Results Party.

Major sources of revenue are to include the Tompkins County Social Capital Survey's website, its online stores, grants, Local Partners, and In-Kind Contributions. On the Survey's website, visitors to this Internet site could donate money. On the online store, they could buy survey-related products, which would be priced at small mark-up as a means of raising money. In the Local Partners initiative, Tompkins County establishments (which could be stores, restaurants, and other venues) are to publicly support the Survey by donating a certain amount of money (such as \$2,000 a year) and/or by providing in-kind contributions of that equivalent amount of money. They could also provide coupons that are part of the communications strategy of the spring 2012 social capital group. In return, the Local Partners are to be highlighted in a section of the website of the Survey's website. Furthermore, a major source of funds is to be grants. These grants could be from various levels of government (national, state, county, and local), foundations, corporations, and other sources. An initial list of sources of grants is in the Toolkit.

The Budget document of the Toolkit contains more information about the costs of each section of the marketing plan. It also includes information about sources of revenue to fund this

campaign. It uses the same color codes as the Timeline part of the Toolkit. I recommend that this budget document is completed with exact numbers.

Recommendations

Use Marketing Plan, Develop Additional Materials, and Expand Plan

I recommend that the core clients continue to develop language for the logo. They should also have others create the Survey's website, television and radio advertisements, fliers, and other materials, based on the ideas in this report.

Additional products that need to be fully developed include the Survey's Facebook.com, Twitter.com, Flickr.com, and Youtube.com pages; lists of establishments in Tompkins County; lists of shareholders; some shareholder-specific materials; and other materials.

Furthermore, more figures could be included in the budget document. In part because advertising rates change, and because it is unclear which grants would fund the marketing campaign, and for other reasons, the exact costs and revenues are not yet determined.

In the near future, all of these activities could be done by a Tompkins County Chamber of Commerce employee, by a CIPA intern, by a CIPA student consulting class group, and/or by others. Once the Program Associate is hired, he/she could complete much of that work.

Another product that could be created is a video about race relations in Tompkins County. It could feature interviews with local government officials, community leaders, representatives of various stakeholder groups, and others. Appealing to the greater community, this video could be shown in information sessions and parties. This video could also be placed on the Survey's Youtube.com website.

In addition, the marketing campaign could be expanded to involve other venues of advertising. Advertisements could be featured in large posters in bus stops. They could be featured in local magazines.

After-Survey Period

Some elements of the marketing campaign could continue as part of the Survey's communications strategy. These include:

- The continued presence of the Survey's logo in other locations.
- Maintenance and updates of Survey's website (when necessary).
- Maintenance and updates of Survey's Facebook.com, Twitter.com, Flickr.com, and Youtube.com accounts (when necessary).
- Continued monthly meetings of each stakeholder group, the Community Committee, the Young Professionals Committee, the High School Students Committee, and the University Students Committee – During the summer months, the High Schools Students Committee and the University Students Committee will not meet.
- Continued promotion of the Survey by various spokespeople.
- Continued promotion of the Social Capital Survey in large-scale Tompkins County events, such as the annual Apple Fest.
- Continued placement of fliers of the survey in Tompkins County establishments.

In addition, it is recommended that the following actions occur during the post-survey period:

- The presentation of results of the Survey in different ways to the various stakeholder groups – Such a presentation could avoid some of the problems that arose during the presentation of the findings of the fall 2010 survey.
- The occurrence of quarterly Tompkins County community-building activities – Some of these events could revolve around heritage months and/or holidays.

Distribute Toolkit to Other Communities

Furthermore, it is recommended that the clients distribute the Toolkit to other communities that are conducting Harvard University's Social Capital Community Benchmark Survey. Even though the Toolkit contains many Tompkins County-specific materials and references, it could be tailored to other communities. In addition, it is recommended that the clients distribute this survey to the founders of that survey. On a related note, although this marketing campaign is for the Tompkins County Social Capital Survey, it could be tailored to other public interest campaigns. In fact, some materials, such as the information session sign-in sheet and the table of volunteer assignments, can be altered slightly to be used in other work.

On the subject of other communities, it is important that Tompkins County learn how other communities have marketed their social capital surveys. Thus, Tompkins County can adopt the best practices of and avoid the mistakes of other counties.

Appendices

Appendix A – U.S. Census 2010 Logo



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Appendix B – Minnesota’s U.S. Census 2010 Logo



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Appendix C – “Ithaca is Gorges” Logo



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Appendix D – Screenshot of Cornell Athletic Website



Appendix E – Toolkit

See attached booklet.

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