

## INTRODUCTION

In 1988, amidst a brutal and bloody civil war in Nicaragua, Sarai Cruz's parents had a dream.

They dreamed of a place where they could express themselves freely, a place where they would be safe from violence and war.

Most of all, they dreamed of a place where their children could grow to lead better, happier, more successful lives than would ever be possible in their war-torn native country.

In a nation created and built by immigrants, this dream has been shared by millions of people over the past two and a half centuries. It is the American Dream: the belief that, in the United States, a country where the door has always been open to those who seek a better life, both hard work and determination can lead to success, prosperity and happiness.

So, the Cruz family came to America. And 23 years later, Sarai came to the University of Florida.

Imagine... a place where every American has the opportunity to succeed and live his or her own American Dream.

Home is where it all starts.

The 2015 UF Bateman Team opened the door to a new conversation about the importance of Home. To support and strengthen the Home Matters movement, the team challenged Gainesville to **Imagine...a place called Home!**

## A SOLID FOUNDATION

In his book, "Tribes: We Need You to Lead Us," Seth Godin, bestselling author, lecturer and expert on leading, connecting and creating movements, describes the process for facilitating change:



Creating meaningful and lasting change requires individuals and organizations committed to an issue to join forces and form deep, powerful connections, much the same way like-minded groups came together to form Home Matters.

This Home Matters "tribe" of advocates has ignited a movement dedicated to a critical issue in America – making Home a reality for all.

Adopting Godin's leadership model and inspired by Home Matters, the UF Bateman Team sought to energize a local tribe in support of this issue and to expand the Home Matters movement in Gainesville.

## SITUATION ANALYSIS

*The United States is suffering from a severe lack of quality affordable housing. Governments at the federal, state and local level have developed policies designed to address this issue. These programs include Section 8, which provides subsidized rent for eligible tenants, and the Low-Income Housing Tax Credit, which incentivizes property developers to reserve a certain percentage of their housing units for low-income residents. An additional initiative, Choice Neighborhoods, provides federal funds to replace obsolete, "distressed" public housing units with quality, mixed-income housing. Despite these efforts, the affordable housing crisis persists. In many parts of the country, the problem is getting worse.*



## Problem

The U.S. Department of Housing and Urban Development (HUD) defines “affordable housing” as housing in which residents pay less than 30 percent of their income on rent or a mortgage payment. For the purposes of the campaign, the UF Bateman Team adopted the HUD definition of affordable housing. Individuals who pay more than 30 percent of their income on housing expenses are considered “cost burdened.”

Although lack of access to quality affordable housing is a nationwide issue, the problem is particularly severe in certain states, including Florida. For decades, communities throughout the state have struggled to provide quality affordable housing for their residents. A study from the UF Shimberg Center for Housing Studies found the number of cost-burdened households has increased steadily in Florida since the 1990s. The 2007-2008 financial crisis and subsequent spike in home foreclosures had a devastating impact on the Florida economy and housing market. Although Florida’s economic climate has significantly improved in the ensuing years, a lack of quality affordable housing remains a major issue throughout the state. This lack of affordable housing is especially severe in Gainesville, particularly in east Gainesville. A high poverty rate and lack of economic development in this part of the city have exacerbated the local effects of the housing crisis.

The issue of affordable housing is one that affects each individual and family in a community. When more people have access to stable, affordable Homes, individuals are healthier, children do better in school, the economy grows, communities are safer, and people have the opportunity to succeed and achieve their full potential. Widespread access to stable, affordable Homes strengthens communities and improves the quality of life for all. However, many people are unaware of the deep-rooted connections between access to affordable housing and these broader societal issues.

## Opportunity

The 2015 UF Bateman Team saw an opportunity to demonstrate the importance of Home to the target audiences on both a personal and societal level. By highlighting the ways in which the issue of access to affordable housing directly affects them, their communities and their future, the team sought to motivate members of the target audiences to become advocates for this issue and to join the Home Matters movement.

The team partnered with a number of campus and community groups to motivate Gainesville residents to think deeply about both the personal and societal importance of widespread access to affordable housing. These partners included local Home Matters supporters, the Neighborhood Housing & Development Corporation (NHDC) and Alachua Habitat for Humanity, student groups, housing organizations, churches, schools, and governmental bodies.

## SECONDARY RESEARCH

*Secondary research helped the team acquire insights into the issue of quality affordable housing on a national, state and local level. This understanding was critical in determining how best to develop the strategies and tactics for the campaign.*

### *Millennials and Affordable Housing*

Millennials, Americans born between 1981 and 1997, are significantly affected by the issue of affordable housing. The 2014 John D. and Catherine T. MacArthur Foundation’s How Housing Matters Study found 85 percent of Millennials aspire to be homeowners someday. However, 63 percent said “it is challenging to find affordable quality housing to buy in their community.” Although Millennials are increasingly affected by housing issues, they tend not to perceive affordable housing as a major priority. More prominent and widely discussed topics, particularly health care, education and the economy tend to take precedence, despite the fact that affordable housing is the foundation of all three.

### *Target Audience Motivations*

Millennials express strong support for innovation. They believe innovation has the potential to drive both economic development and social change. Millennials generally say organizations that encourage, promote and practice innovation are more trustworthy than those that do not.

Millennials, Baby Boomers and young parents are far more likely to support causes they perceive as directly relevant to them than those they view as distant or irrelevant to their own lives. Millennials tend to be motivated by the concepts of social justice and social change to volunteer or get involved in a cause. In contrast, Baby Boomers are primarily motivated to engage in volunteer opportunities that allow them to utilize their individual expertise. In a 2013 article, Richard Eisenberg of Forbes Magazine noted the volunteerism rate among Baby Boomers is lower than among other age groups. He suggests “boomers haven’t found ways to volunteer the way they want to, by putting their talents and skills to use.” The lack of such opportunities helps explain the severely low volunteer rates among Baby Boomers. Young parents are highly motivated by causes they perceive as likely to improve their children’s quality of life and expand their opportunities.

## *Innovation to Address the Affordable Housing Crisis*

Tiny homes are increasingly sparking interest, conversation and media coverage with television shows like “Tiny House Nation” and “Tiny House Hunters,” and photos circulating the internet on popular social media platforms such as Facebook, Pinterest and Twitter. The term “tiny home” is used to describe a house smaller than 1,000 square feet and capitalizes on the ideas of efficiency, affordability and sustainability. Tiny homes can be created using repurposed shipping containers, reducing construction and maintenance costs and environmental impact. Tiny homes are one innovative approach to creating sustainable and affordable housing solutions.

## *Profile of Gainesville, Florida*

Gainesville is located in north central Florida, about 110 miles northwest of Orlando. According to data from a 2013 United States Census Bureau survey, Gainesville has a population of about 130,000, of which 50,000 are UF undergraduate and graduate students.

Census data reports that 64.9 percent of Gainesville’s population is white, 23 percent is black and 6.9 percent is Asian. Ten percent of the population is Hispanic origin of any race, and 58.7 percent are non-Hispanic whites. Just over half (51.6 percent) of Gainesville’s population is female. The estimated median household income is \$32,145, and the per-capita income is \$19,568. The numbers are significantly lower than Florida’s median household and per-capita incomes which are \$47,309 and \$26,451, respectively. As of 2013, 34.7 percent of Gainesville’s population was below the poverty level, more than double the state’s poverty rate of 15.6 percent.

A 2015 update to a 2013 study from the UF Shimberg Center for Housing Studies found the homeownership rate for Gainesville residents ages 35 to 54 fell 10 percent from 2007-2013. The drop in the homeownership rate was most significant among people 34 and younger, a decrease from 44 to 31 percent.

The Gainesville area is defined by a sharp division between the city’s east and west sides. Residents of the west side of Gainesville, where the University of Florida is located, are more likely to be white and more financially secure. In contrast, the east side of Gainesville is home to large proportions of Gainesville’s minority and low-income populations. Economic expansion has mainly occurred westward, leaving east Gainesville with limited access to economic opportunities, social services and quality education.

## **PRIMARY RESEARCH**

*A combination of expert interviews, surveys and focus groups comprised the primary research and validated secondary research. Further, it provided supplemental information critical to the successful development and implementation of the campaign. Conducting and analyzing primary research provided insight into housing issues in Gainesville and measured knowledge and perceptions of those issues among the Gainesville population.*

## *Importance of Home*

All target audiences identified ‘Home’ as representing a deeply personal and meaningful aspect of their lives. The idea of Home triggers thoughts of family, safety, security and comfort, which are basic and universal human needs and desires. However, audiences that were researched did not connect Home to the broader societal concepts on which Home Matters focuses: Health, Education, Success, Safety and the Economy.

## *Issue Awareness*

Large segments of each of the target audiences (Millennials, Baby Boomers and young parents) had not formed strong opinions about the importance of quality affordable housing as an issue in Gainesville. Target audiences generally perceived affordable housing as a “them” issue rather than an “us” issue. Audiences also widely expressed a lack of awareness about the definition of affordable housing, specifically the ‘30 percent of income’ parameter.

## *Volunteering and Fundraising*

Millennials are generally inclined to contribute both their time and money to causes that they perceive as dedicated to achieving social justice and facilitating positive social change. Baby Boomers expressed a desire to volunteer and thereby contribute more to the community. However, these individuals noted a lack of volunteer opportunities that would enable them to use their knowledge and skills in a way that both benefits the community and is meaningful to them on a personal level. These findings validated secondary research on the causes of low volunteerism rates among Baby Boomers. Young parents often stated family commitments and financial concerns as obstacles to volunteering or contributing funds to an organization.

## KEY PUBLICS

Gainesville features sizable populations of each of Home Matters' three major target demographics: Millennials, Baby Boomers and young parents, particularly mothers. The **Imagine...a place called Home!** team developed a comprehensive communications campaign that included messaging and tactics designed to engage each of these audiences.

### Primary Audience

#### Young Millennials, ages 18 to 24, in Gainesville

Millennials comprise about 28 percent of the Gainesville population. The vast majority of this demographic is comprised of students at the University of Florida.

Housing experts anticipate that Millennials will represent the largest generational group of homebuyers and renters in the United States beginning in 2015.

Primary research found Millennials do not prioritize or actively engage with the issue of affordable housing. Millennials tend to view "affordable housing" as an issue that only affects low-income Americans rather than having a personal or a broad societal impact. They also express a general lack of knowledge about homebuying and renting requirements.

Many Millennials are passionate about social change, making them an ideal target for the concepts and messages for which Home Matters advocates.

As of 2013, the University of Florida had an enrollment of nearly 50,000 students. Of the undergraduate students, about 54 percent were women and 45 percent were men. Fifty-nine percent were white, 19.2 percent were Hispanic, 7.5 percent were black, and 7.6 percent were Asian.

The ratio of college student to non-student in Gainesville is significantly higher than the average ratio for U.S. metro areas. College students comprise about 10 percent of the average U.S. metro area population; in Gainesville, that figure is 26.8 percent.

The majority of UF students live on campus and in the surrounding areas, including Midtown and downtown Gainesville and 34th Street. Between 30 and 47 percent of those areas' residents are UF students.

### Secondary Audiences

#### Baby Boomers, ages 51 to 67, in Gainesville

As of 2013, Baby Boomers, individuals born between 1948 and 1964, made up approximately 15.9 percent of the Gainesville population.

Like Millennials, Baby Boomers tend not to view affordable housing as an issue in which they have a direct stake. They generally perceive "affordable housing" as primarily affecting low-income individuals. Many believe that government agencies or charitable organizations should be mainly or entirely responsible for addressing housing issues.

Baby Boomers in Gainesville are largely white (about 65 percent), but there is a sizable black population as well (about 20 percent.) These racial demographics roughly reflect the racial distribution of Gainesville as a whole. Hispanics make up about 8 percent of Gainesville's Baby Boomer population, and Asians comprise about 5 percent.

#### Young Parents, ages 25 to 35, in east Gainesville

According to census data, about 65 percent of east Gainesville households earn incomes lower than Gainesville's median household income. East Gainesville also contains a higher proportion of single parent households than Alachua County as a whole. Single-parent households account for about 14 percent of all east Gainesville households. About 55 percent of children in east Gainesville live in homes with single mothers, the majority of whom are under the age of 35 and were born between 1980 and 1990.

Notably, east Gainesville's racial profile differs significantly from the rest of Gainesville. Forty-three percent of east Gainesville residents identify as African American.

The east Gainesville area is heavily underserved with regard to many social services, particularly quality health care and educational facilities. The overwhelming majority of government-supported affordable housing units in Gainesville, including Section 8 housing, are located in the eastern part of the city. Community leaders in the area have expressed a need among east Gainesville residents for increased access to a variety of services, including financial education and housing resources.

## CAMPAIGN THEME

The word **'Imagine'** evokes thoughts of curiosity, discovery and new possibilities. The **Imagine...a place called Home!** campaign encouraged target audiences to reimagine the concept of Home on both a personal and societal level. The phrase **Imagine...a place called Home!** is also an attention-grabbing imperative; it invites members of target audiences to get involved rather than be passive recipients of campaign messaging.

**Rationale:** Secondary research found that Millennials, the campaign's primary target audience, believe that innovation is a key factor for facilitating both economic prosperity and social change. Innovation is characterized by new and imaginative ways of thinking. The phrase **Imagine...a place called Home!** utilized the concept of innovative thinking to appeal to the campaign's Millennial audience. The phrase also appealed to the campaign's secondary audiences, Baby Boomers and young parents, by alluding to the opportunities that Home provides for individuals and communities.

### *Campaign Logo*

Keeping the thematic concepts of curiosity and limitlessness in mind, the team strategically designed the campaign logo: a series of five brightly colored doors. The doors corresponded to the five concepts emphasized by Home Matters (Health, Education, Success, Safety, Economy). Their bright colors were inspired by Home Matters' vibrant and colorful visual brand. Doors connect directly to the physical concept of Home. On a metaphorical level, opening doors denotes new opportunities and pathways to the future. In the context of the **Imagine...a place called Home!** campaign, doors represent the new possibilities that exist for both individuals and communities when more people have access to stable, affordable Homes. Home opens the door to better, safer, more successful lives.

## KEY MESSAGES

*The key messages of the **Imagine...a place called Home!** campaign were designed to engage and attract target audiences by personalizing the issue of access to stable, affordable Homes. The messages also connected the importance of Home for each individual to the broad societal effects of Home emphasized by Home Matters.*

### *Home Matters more than you think!*

**Supported by research:** Secondary and primary research found that target audiences tend not to connect affordable housing to broader societal issues such as health care, education and the economy. To help audiences relate to these issues and connect them to Home, the **Imagine...a place called Home!** campaign used a series of concepts that personalized and reinforced the various Home Matters principles: **Imagine...Well-Being!** (Home Matters for Health), **Imagine...Achievement!** (Home Matters for Education), **Imagine...Opportunity!** (Home Matters for Success), **Imagine...Security!** (Home Matters for Safety), **Imagine...Prosperity!** (Home Matters for the Economy).

These concepts were incorporated into the campaign through print materials and social media content.

This key message challenged target audiences to think about the ways in which Home influences both an individual's everyday life and the societal factors emphasized by Home Matters.

### *30 percent is key to affordability!*

**Supported by research:** Secondary research indicated that one of the keys to maintaining stable, affordable housing is ensuring residents pay 30 percent or less of their monthly income on rent or a mortgage payment. A central component of America's housing crisis is the difficulty many individuals face in finding housing that is affordable over the long term. Quantitative data from surveys indicated a majority of Millennials and young parents expressed a lack of financial knowledge related to finding and a home, particularly the '30 percent of income' parameter. This key message served to increase awareness about what constitutes sustainably affordable housing and the importance of housing affordability among the target audiences.

### *Stable Homes create a unified community!*

**Supported by research:** A lack of quality, inclusive affordable housing can create divisions within a community, particularly on an economic level. Several in-depth interviews and qualitative data from focus groups identified a deep economic division between east and west Gainesville. East Gainesville has high levels of concentrated poverty, and residents do not have access to economic advancement and social services. One critical step toward reducing this economic divide is increasing access to quality affordable housing among underserved populations. The **Imagine...a place called Home!** campaign sought to engage and empower these underserved segments of the Gainesville population. This key message appealed to Baby Boomers and young parents by explaining the ways in which quality affordable housing helps create a safe, prosperous and unified community.

## GOALS, OBJECTIVES, STRATEGIES AND OUTCOMES

### Goal

To raise awareness and foster understanding among Gainesville residents about the importance of widespread access to stable, affordable housing for their community, thereby providing a foundation for Home Matters' long-term volunteerism and fundraising efforts.

### Objectives

**OBJECTIVE 1: To increase by 25 percent the number of Millennials who view access to stable, affordable Homes as a significant issue in Gainesville by February 28, 2015.**

**Strategy 1:** Use creative and innovative means to educate Gainesville Millennials about the importance of access to stable, affordable Homes and the resulting positive effects on individuals and communities.

**Rationale:** Secondary research revealed the concepts of innovation and unconventionality resonate with Millennials. Millennials are more likely to identify with and express support for organizations and causes that utilize innovation.

- Tactic 1:** Collaborate with Williams Scotsman and the UF College of Design, Construction and Planning (DCP) to capitalize on the growing 'tiny home' trend by placing a shipping container Home on the UF campus to challenge students to reimagine Home in innovative and unconventional ways.
- Tactic 2:** Create and exhibit a colorful, interactive 3-D door display with chalkboard paint surfaces to prompt students to express what Home means to them.
- Tactic 3:** Display colorful paper houses hanging from trees across the UF campus to generate curiosity and draw interest to the Home Matters conversation.
- Tactic 4:** Host a panel discussion targeted at UF students focusing on innovations in housing and explaining why affordable housing is a current, relevant issue for Millennials.
- Tactic 5:** Creatively incorporate campaign messaging into concurrent events in which large segments of the primary target audience participate (i.e. Valentine's Day, SwampCon and Spring Break).

**Strategy 2:** Personalize the issue of widespread access to stable, affordable Homes in Gainesville through direct, one-on-one interactions with Millennials

**Rationale:** Both primary and secondary research highlighted the lack of discussion concerning the issue of affordable housing. Secondary research demonstrated that conversations about access to stable, affordable Homes generally only take place among direct stakeholders in the issue. Primary research validated these findings. This presented an opportunity to emphasize how affordable housing directly affects each individual member of the primary target audience.

- Tactic 1:** Create the Imagination Station, a centralized location on campus where Millennials can engage in one-on-one interactions with members of the **Imagine...a place called Home!** team and connect with the Home Matters movement.
- Tactic 2:** Establish an **Imaginer** ambassador program to engage Millennials in conversations about Home and support campaign efforts at the Imagination Station and campus and community events.
- Tactic 3:** Create a 'What's Behind Your Door?' giveaway contest to provide an incentive for target audiences to engage directly with campaign messaging.
- Tactic 4:** Collaborate with the UF Institute of Food and Agricultural Sciences (IFAS) to establish a campaign presence at Savings in the Swamp, an annual event targeted to Millennials focused on responsible, long-term budgeting.

### Evaluation Objective 1: **EXCEEDED!**

Initial quantitative research found 43 percent of Millennials "Agree" or "Strongly agree" that "affordable housing is a significant issue in Gainesville." In post-evaluation surveys, 81 percent of Millennials said they "Agree" or "Strongly agree" that "access to stable, affordable Homes is a significant issue in Gainesville."

In addition to demonstrating the success of the campaign's communication efforts, these numbers indicate that the language used throughout the campaign (the importance of stable, affordable Homes) resonates much more strongly among the primary target audience than the phrase "affordable housing."

**OBJECTIVE 2: To increase by 25 percent awareness of Home Matters and its core principles among all target audiences by February 28, 2015.**

**Strategy 1:** Establish mutually beneficial strategic partnerships with campus and community organizations to support raising awareness about the purpose and messages of the Home Matters movement.

**Rationale:** According to the two-step flow theory of communication, audiences often consider opinion leaders to be more trustworthy than mass media or other outside communication sources. Developing relationships with prominent leaders and respected organizations is essential for establishing credibility among target audiences.

- Tactic 1:** Stimulate curiosity about the campaign by visually penetrating community churches, schools and other organizations with posters during a three-day teaser effort.
- Tactic 2:** Swap teaser posters with campaign posters on the launch date to pique interest in the campaign among target audiences.
- Tactic 3:** Work with the City Commission and the Gainesville mayor's office to declare February 2015 'Home Matters for Gainesville Month.'
- Tactic 4:** Collaborate with leaders of local community groups, churches and other organizations including the Neighborhood Housing & Development Corporation (NHDC), Alachua Habitat for Humanity, the UF Shimberg Center for Housing Studies, and Alachua County Housing Authority to distribute campaign materials containing information about the Home Matters movement, the lack of widespread access to stable, affordable Homes and possible solutions.
- Tactic 5:** Collaborate with Alachua Habitat for Humanity to create and establish a Family Support Person program through which Baby Boomers can volunteer to work with families going through the process of obtaining a Habitat house.
- Tactic 6:** Recruit volunteers for the Alachua Habitat for Humanity Family Support Person program at local churches, including United Church of Gainesville, Unitarian Universalist Fellowship of Gainesville and St. Augustine Church and Catholic Student Center.
- Tactic 7:** Host a panel targeted to Baby Boomers at the Unitarian Universalist Fellowship focusing on the issue of affordable housing and ways to get involved with the Home Matters movement.
- Tactic 8:** Work with campus organizations, including Catalysts for Change (C4C), UF Habitat for Humanity and UF Public Relations Student Society of America (UF PRSSA), to expand reach of messaging to their membership through events and social media.
- Tactic 9:** Set up the Imagination Station at local churches, including churches with significant Hispanic and Latino membership, each Sunday in February to engage Baby Boomers and young parents in conversations about the Home Matters movement.
- Tactic 10:** Collaborate with St. Patrick Interparish School to bring the Imagination Station to Gainesville's Annual Chili Cook Off to engage members of target audiences in conversation about the Home Matters movement and the importance of stable, affordable Homes for the community.
- Tactic 11:** Collaborate with Catholic Charities Weekend Hunger Backpack Program to distribute informational 'Open a new door!' cards to 259 underserved families throughout Gainesville each week in February.
- Tactic 12:** Assist Home Matters supporter Alachua Habitat for Humanity with volunteer work at a build site.
- Tactic 13:** Pitch and secure story placement in local print and broadcast media using various angles focused on the campaign's connection to a need for affordable housing in Gainesville and to support the Home Matters movement.

**Strategy 2:** Use co-branding between Home Matters and the **Imagine...a place called Home!** campaign to reinforce the organization's goals and key messages.

**Rationale:** Co-branding creates a direct association between the messages of the **Imagine...a place called Home!** campaign and Home Matters.

- Tactic 1:** Use the Home Matters logo on all print materials, the 3-D door display and paper houses.
- Tactic 2:** Use the campaign's online presence to link to the Home Matters website and social media platforms.
- Tactic 3:** Share social media content produced by Home Matters and promote use of the organization's hashtag and other social media identifiers.

## Evaluation Objective 2: **EXCEEDED!**

Initial quantitative research among target audiences found that only 10 percent of Millennials, 3 percent of Baby Boomers and 10 percent of young parents were at all aware of the Home Matters movement. Post-evaluation surveys indicated that 74 percent of Millennials, 76 percent of Baby Boomers, and 76 percent of young parents expressed at least some familiarity with Home Matters. Fourteen percent of Millennials, 26 percent of Baby Boomers and 7 percent of young parents identified themselves as “Very familiar” with Home Matters.

**OBJECTIVE 3: To educate 25 percent of Millennials and 25 percent of young parents about the importance of spending 30 percent or less of household income on housing by February 28, 2015.**

**Strategy 1:** Educate Millennials about the importance of spending 30 percent or less of household income on housing and the financial and budgetary knowledge required to do so.

**Rationale:** Housing experts anticipate Millennials will represent the largest generational group of homebuyers in the United States beginning in 2015. However, many Millennials do not possess the knowledge they will need to participate as informed consumers in the housing market. Ensuring that housing costs remain sustainable and affordable requires a knowledgeable consumer base.

**Tactic 1:** Collaborate with the UF Institute of Food and Agricultural Sciences (IFAS) and UF Florida Opportunity Scholars (FOS) to create and stage two **Imagine...Affordability!** workshops for UF students to educate and inform them about homeownership and rental requirements, credit scores and everyday budgeting for life beyond college.

**Tactic 2:** Emphasize the importance of spending 30 percent or less on housing by creating a visually appealing infographic for distribution at the **Imagine... Affordability!** workshops.

**Strategy 2:** Educate young parents about the importance of spending 30 percent or less of household income on housing and the financial and budgetary knowledge required to do so.

**Rationale:** According to primary research, a large proportion of young parents pay well over 30 percent of their monthly income on housing. A strong majority of young parents reported they felt they spent too much of their income on housing expenses.

**Tactic 1:** Collaborate with local Home Matters supporter Neighborhood Housing & Development Corporation (NHDC) to create and stage two **Imagine... Affordability!** workshops for young parents in the community to educate and inform them about homeownership and rental requirements, budgeting for success and debt management.

**Tactic 2:** Emphasize the importance of spending 30 percent or less on housing by creating a visually appealing infographic for distribution at the **Imagine... Affordability!** workshops.

## Evaluation Objective 3: **EXCEEDED!**

### Millennials

Initial quantitative research revealed 41 percent of Millennials expressed no knowledge about housing affordability and homeownership requirements. Post-evaluation surveys found that 81 percent of Millennials correctly identified that one should spend “30 percent or less” of household income on housing, a key element of the **Imagine...a place called Home!** campaign’s communication efforts.

### Young Parents

Campaign research and conversations with community leaders revealed a significant demand for housing education among young, low-income parents in Gainesville. In evaluations conducted following the **Imagine...Affordability!** workshops, which targeted these parents, 90 percent of participants correctly identified that one should spend “30 percent or less” of household income on housing. Additionally, 85 percent of participants said that their knowledge of housing requirements had increased “greatly” as a result of the workshops.

**OBJECTIVE 4: To generate 1,000 unique pageviews on the Home Imagined website, 500 followers on campaign social media platforms and 500 shares through those social media platforms by February 28, 2015.**

**Strategy 1:** Design and maintain an online presence with useful, entertaining and educational content that also serves as an online community where people can connect around the Home Matters movement.

**Rationale:** Secondary research showed that about 56 percent of Millennials use social networking apps at least once a month, and 90 percent could be found on Facebook. About 38 percent of Millennials said brands are more trustworthy when they use social media as opposed to traditional media methods.



- Tactic 1:** Create and maintain a creative and visually appealing website to provide direct links to all social media profiles, blog posts, photos from campaign events, games and the Home Matters website.
- Tactic 2:** Create a blog on the campaign website with semi-weekly posts from opinion leaders, housing experts and members of target audiences focusing on housing issues and Home Matters concepts.
- Tactic 3:** Create an online game in which audiences can build a virtual Home by correctly answering questions about the importance of Home and home affordability.
- Tactic 4:** Create and maintain a **Home Imagined** Facebook page with two-way communication and engagement and featuring upcoming event details, event photos, key messages and Home Matters social media content.
- Tactic 5:** Create and maintain a **Home Imagined** Twitter handle to share relevant news articles, key messages and live updates from campaign events.
- Tactic 6:** Create and maintain a **Home Imagined** Instagram profile to share content highlighting the campaign’s visual elements.

**Strategy 2:** Develop engaging content to promote the **Imagine...a place called Home!** campaign through convergence of social media and print materials.

**Rationale:** Because Home Matters connects Home to various abstract concepts (Health, Education, Success, Safety, Economy), the campaign used impactful and resonant visuals that enabled target audiences to directly connect with the issue.

- Tactic 1:** Use print materials to direct audiences to the campaign’s online platforms, referencing the website, the campaign hashtag and the social media profiles.
- Tactic 2:** Use the ‘What’s Behind Your Door?’ prize giveaway contest to provide an incentive for target audiences to spread campaign messages on social media.

**Evaluation Objective 4: EXCEEDED!**

**Website**

The **Home Imagined** website generated 1,357 unique pageviews, exceeding the set objective by 36 percent.

**Social Media**

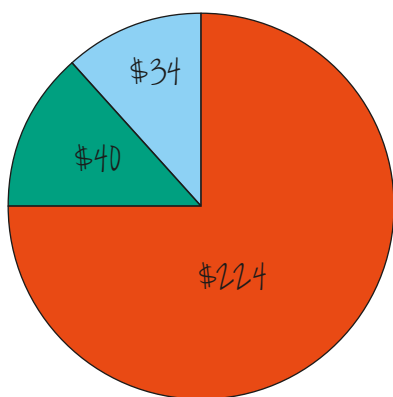
The campaign’s social media presence garnered a total of 774 followers throughout the monthlong campaign, including 578 Likes on Facebook, 113 followers on Twitter, and 83 followers on Instagram. On Facebook alone, the campaign maintained an average weekly reach of 1,785 users.

The campaign’s social media content attained a total of 726 shares throughout the month of February.

**BUDGET**

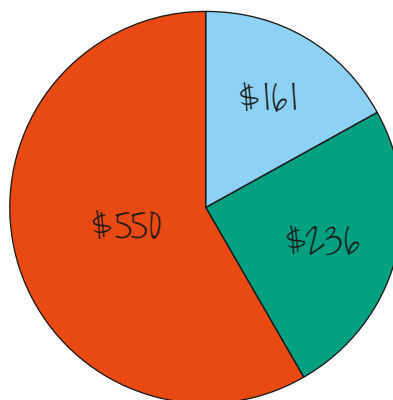
The campaign’s success was supported by \$947 in generous in-kind contributions from local businesses and \$298 in cash expenditures.

*Cash Expenditures*



- Communication (Online)
- Events
- Promotional Materials

*In-Kind Contributions*



- Communication
- Events
- Prizes

**NOTE:** All collateral materials and campaign books were developed, designed and printed in the Weimer Hall Bateman Studio, where team members have access to computer software and a full-color printer. All students in the UF College of Journalism and Communications receive a paper allocation for each lab class they take each semester. Spring semester of Bateman is the capstone PUR 4800 campaigns course, therefore all paper stock allocation is available to each team member to use as a student in this course. All expenditures for the Imagine...a place called Home! campaign on behalf of Home Matters are documented. (See page 32 for a detailed breakdown of the budget.)

# Imagine...a place called Home!

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## CONCLUSION

The **Imagine...a place called Home!** campaign sought to establish a foundation for Home Matters' future volunteerism and fundraising initiatives in Gainesville. As a result of the campaign, a wide variety of campus and community organizations became involved with and connected around the Home Matters movement.

### Impact

In the process of implementing the campaign, the **Imagine...a place called Home!** team established one-on-one relationships with city leaders in faith-based communities, the city government, local housing organizations and the University of Florida. Additionally, the team engaged 1,115 members of target audiences in one-on-one conversations about the Home Matters movement throughout the campaign. More than 900 of these interactions took place at the campaign's Imagination Station on the UF campus and in the Gainesville community.

The **Imagine...a place called Home!** campaign helped reinforce the work of Home Matters' local supporters in Gainesville, the Neighborhood Housing & Development Corporation (NHDC) and Alachua Habitat for Humanity. Through the campaign's **Imagine...Affordability!** workshops, NHDC expanded the reach of its services to underserved segments of east Gainesville, particularly among young parents. Following the workshops, five attendees sought additional services and consultations with NHDC staff. Working with Habitat for Humanity to establish its Family Support Person program both fulfilled a significant need for a local Home Matters supporter and created a meaningful and impactful volunteer opportunity for Gainesville Baby Boomers.

The campaign also had a direct impact on local government leaders and policymakers. Gainesville City Commissioner Craig Carter said the work of the campaign inspired him to make housing a major priority for the Commission moving forward. Commissioner Helen Warren said the campaign helped give the issue of affordable housing in Gainesville new attention and focus. Commissioner Warren was so impressed with the campaign that she volunteered to participate as a Habitat for Humanity Family Support Person.

### Stewardship

According to Dr. Kathleen Kelly, UF professor and published fundraising researcher, charitable and not-for-profit organizations rely heavily on contributions from individual donors. As of 2013, about 72 percent of all donations to not-for-profits came from individuals, and only about 5 percent came from corporations. This data demonstrates that one of the most effective fundraising tactics is to establish personal connections with prospective donors. Individuals are significantly more likely to contribute to causes and organizations they feel are important and affect them directly. The **Imagine...a place called Home!** campaign increased understanding among members of the target audiences about how the issue of widespread access to stable, affordable Homes affects them and their communities. The campaign reminded these individuals why they should care about the issue of affordable housing on both a personal and a societal level and why their involvement on this issue is essential for change. The effectiveness of the **Imagine...a place called Home!** campaign in personalizing this issue helped lay the groundwork for Home Matters' future volunteer and fundraising efforts in Gainesville. To ensure the long-term strength of the relationships established as a result of the campaign, Home Matters' local supporters must nurture and reinforce those relationships through continued support and engagement.

### Sustainability

Both of Home Matters' local supporters in Gainesville, NHDC and Alachua Habitat for Humanity, have expressed a dedication to emphasize the messages and concepts of the **Imagine...a place called Home!** campaign and Home Matters in their future work. Leaders of both organizations stated the campaign provided a blueprint for engaging and appealing to a variety of target audiences on the issue of housing.

Throughout the campaign, **Imagine...a place called Home!** team members received praise from housing experts and leaders in Gainesville for the thoughtfulness and effectiveness of the campaign. Kristine Thompson, family services director for Alachua Habitat for Humanity, called the campaign efforts "beautiful and admirable" and said the print materials for the campaign "precisely communicated the ideas Habitat for Humanity is trying to convey." Corey Harris, executive director of NHDC, remarked that the campaign "did an excellent job of representing Home Matters in Gainesville." The work of the **Imagine...a place called Home!** campaign ensured the messages of Home Matters will resonate in Gainesville far into the future.