



2019-2021

Fostering a positive image of Adams County

Life Sciences Communication 435: Theory and Practice of Integrated Marketing Communication
University of Wisconsin-Madison



UniverCity Year

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Group 1

Adams County, Wisconsin - A Marketing Plan for Wisconsin Residents

1. Executive summary

The appeal of Adams county is held in its rural location, close-knit communities and natural splendor. The small town appeal of the county has much to offer, but has posed issues in recent history. Lack of engagement and stagnancy in local government has prevented the county from creating changes needed and desired by the community.

Adams county has experienced a drain in resources and citizenship, in part because job opportunities are lacking and better schooling can be found elsewhere. These downfalls have also prevented growth of the county through the movement of new citizens. Thankfully, the county has much to offer — abundant outdoor recreation, a promising arts scene and citizens who care for it.

This marketing plan seeks to address these issues by convincing new and growing families to come to Adams county, integrate these families into the community and get new residents to stay in Adams County. Many young families are drawn to a rural lifestyle — a reason many current residents live in the county now.

Accomplishing the marketing goals listed above requires increasing visibility of what Adams County has to offer. Outreach may be accomplished through a series of promotional activities including social media, press releases and public advertisements throughout Wisconsin. Promotional pieces must focus on rural, close-knit life in a community rich in natural and cultural opportunity.

Making the community vision for Adams County visible has the potential to inspire much needed engagement and change. This marketing plan seeks to do so — extending a love for Adams County to residents of Wisconsin and encouraging their investment in the community.

Situational analysis

The mission of our campaign is to Reinvigorate Adams County with young, involved families looking for a tight-knit community to settle down in. In order for Adams county to become safer, more economically prosperous, and overall improve its citizens quality of life, new energy and vision is required. This energy will come from new families in the Wisconsin area taking an interest in the Adams county community enough to move there and investing in its growth. The vision of our campaign is to expose our target audience to the benefits of Adams County and help them develop roots through positive experiences and relationships ultimately persuading them to establish residence and take initiative to work towards developing the community. Our vision will be executed through three goals, laid out in the next section.

In our research of Adams county and SWOT analysis, there is a wide range of positive and negative attributes. Among the strengths, Adams County has a very strong sense of community which will help visitors and potential residents develop roots in the county through relationships with the friendly current inhabitants. Furthermore, Adams County offers a wide range of outdoor recreational activities and gorgeous, picturesque landscapes. This is a great aspect to promote in executing our first goal which is exposing people to what Adams county has to offer. Adams County is also in an excellent location, near the Wisconsin Dells, Madison, and only a few hours from Milwaukee and Chicago. Some of the weaknesses which are essential to overcome in achieving the goals of our campaign are the reputation of the schools in Adams county, the lack of wifi and of economic opportunity, and a sentiment amongst some residents that Adams county shouldn't or can't change.

Some of the opportunities of Adams County include its inexpensive land for new families to build homes, the ability to make a significant and positive impact on the community once

involved, and the county's nature which can draw in our target audience. Between the parks and excellent golf courses, Adams County would be an excellent place for couples to get married. This will assist with our second goal of the target audience developing roots and memories in the community.

Finally, Adams County faces several potential threats. The end of the pandemic, the possible return to cities and the end of work from home could deter some families from relocating at this time. Furthermore, the lack of economic opportunity both deters new people from coming in and discourages talented and motivated young people from staying in Adams County. This needs to be addressed in order for the county to flourish.

2. Marketing Goals

With our mission statement envisioning new families joining the local community in Adams County, we have three goals in mind which all follow the pattern of getting Wisconsin residents to move to the Adams County area. The first goal is to get families to come check out Adams county and see what it has to offer. The second is for the families to begin developing a relationship with Adams County and taking part in community events. Finally, we aim for these families to stay in Adams County and establish residence.

Our first goal is to convince new and growing Wisconsin families to live in Adams County. New families or couples who are ready to settle will be looking for a place that is best suited for their family. Exposing them to Adams County as well as providing the unique selling points of Adams County will strengthen this goal. Our campaign will aim to expose our target audience to the positive characteristics of Adams County such as nature, community, recreational activities, and convenient location.

Our second marketing goal is getting these new and growing families to integrate themselves into the local community, including the community's culture and traditions. This creates involvement in the community which would help create new generations of new activities. After developing a fondness for Adams county, the next step is for the families to become attached to the community. This will happen through friendships, community events, relationships with local businesses, and general positive experiences during the families' stay.

Our ultimate goal is getting families to stay in Adams County and establish residence. Currently, the population is 19,978, according to the World Population Review (*Adams County, Wisconsin Population 2021*). With our first goal, we are aiming to increase the population of Adams county by 10% (~22,000) within 5 years. Building upon positive experiences and connections to Adams county, the ultimate goal is getting families to stay in Adam's county and establish residence.

3. Target audience

Our target for this project is a young family (specifically newly wedded people or young parents) looking for a permanent place to move to that is a Wisconsin resident but does not currently live in Adams county. Some of the things that this target audience might like to spend their time doing is getting outdoors, living in a tight-knit community, and/or like to start community or academic involvement projects (or anything else of that nature). Some of the other things that young moving families might look for are excellent school districts, daycare, safety, healthcare accessibility, recreational facilities, and shopping centers. While this isn't a tangible product, it's still worth noting that this community has a USP (unique selling point)

which considers what it is that we have to offer that no one else does. The one thing that Adams County has that very few other places do, is room to grow. Here, we've segmented our target into four categories: demographics, psychographics, geographic attributes, and behavioral attributes. First it should be noted that many of these demographic numbers have been declining for quite some time. The median household income is \$35,000-\$72,000. 67% of this adult population have some kind of college education or degree and 71% of people have a job. The unemployment rate is 4.6%. Most importantly, half of the householders are renters. Psychographics focuses on the targets interests, and lifestyle choices. What we found that new families are more ethnically diverse and mobile - they're willing to take more risks to achieve their goals and they are open to new ideas and products suggested by others. Third, geographic attributes suggest not that there is a specific place these families desire to live, but that the more popular areas to move in Wisconsin are places like Whitefish Bay, Kohler, or Elm Grove, all of which contain highly rated school districts. But, given our target market's age, we should capitalize on the fact that they like to travel and highlight Adams County's close proximity to places like Madison, Chicago, the Wisconsin Dells etc. Lastly, we can see this from a behavioral perspective that explains the target consumers buying behavior and decision making processes. Some of the attributes they have is being more price-aware, they don't spend more than necessary, they prefer to travel over having materialistic things, yet they do want their products and devices to be as updated as possible.

4. Marketing Strategy

A few strategies in motivating our target audience to take action includes identifying and acquiring our target audience - young families or young couples looking to settle down.

Marketing the local community and overall amplifying what has already been established within

the Adams County community is something that would be beneficial for our audience to see and know about. In particular, the local Farmer's Market for local and fresh produce would be motivating as it's something that young or soon-to-be parents will be attentive of. In addition to that, marketing the Adams-Friendship Area School District and other available educational resources further supports the goal of having a growing family in this area.

Another strategy in further motivating our target audience to move to Adams County includes updating and creating websites and social media platforms relevant to the county. As younger families plan on living in this location, it's important to stay updated and keep up with the various forms of communication. Not only will this open up opportunities to interact with families who are still looking for a permanent home, having updated and functional media platforms also creates a sense of desire of wanting to live there.

As everything is now online, it's expected that relationships will be formed there, as well as gaining information and knowledge on just about anything. If something as essential as this isn't available for Adams County, then it'll be difficult for our target audience especially to learn and know about the county.

We plan on positioning Adams County based on price. It's a rural area -- The average home value is about \$125,000 (<https://datausa.io/profile/geo/adams-county-wi#economy>), and the median home cost is about \$98,000 (*Adams Housing Market Report*). Our target audience is wary of prices and overall, wary of spending money (*Up and Coming Families*). The rural area allows for them to find a decent home that would otherwise be expensive in suburban areas.

Regarding message strategies, we're focusing on family, so advertisements that include keywords such as "community," "family," "adventure," etc. would easily tell our audience what

Adams County has to offer. We also would put an emphasis on evoking emotions and memories in the target audience. An idea we had with this included promoting people getting married in the county. There are numerous places that weddings could take place, and there's also an abundance of natural environments to create memories at. This idea covers all three of our marketing goals -convince new and growing families to come to Adams County; integrate these families into the community; get the residents to stay in Adams County - so it's a strong possibility that promoting this will convince our target audience to move to the county.

Tactics

Our main focus for this project is motivating and convincing young and growing families in Wisconsin to live in Adams County specifically. A couple strategies we had planned included marketing the local community, promoting the activities that goes on in Adams County, and updating/creating websites and establishing a presence on various social media platforms.

A few specific promotional tactics we plan on employing to communicate our message to our target audience is by reaching out to them through various forms of media, such as social media, press releases, print/news ads, billboards and TV.

We would also include social media and websites as these are modern ways of communicating and finding information for our target audience (*Up and Coming Families*) (*Front Porches*), which was talked about in an earlier section of this paper. Having an online presence allows people and businesses to show off their work as well as show what resources are available in the area. Through these various forms of tactical marketing, we can then promote what goes on in the Adams County community, including trade shows, and annual or seasonal events. We would also, as mentioned in previous sections of this paper, promote

having weddings take place here. Again, it covers all of our marketing goals, and marriage is a concept that easily evokes emotions and creates lasting memories. Overall, establishing an online presence helps show the experience and lifestyle of living in Adams County, and supports the fact that Adams county is continuously growing, especially with changing times and generations.

5. Evaluation

Lastly, we discuss our evaluation methods. In general, methods tend to relate to strategies and tactics which will be mentioned later in this section. Some of the steps the city should take to begin collecting data is by looking at old library records, current ones, and see if there's any available projections for where Adams County might be in a few years. Some of the things that they should look for is how many have: visited, moved, and/or are building a house there. Other questions they ask are what kind of new community activities have been established? Is the school improving? Moreover, there are a multitude of benefits to reviewing your cities data/statistics and evaluating where the community is at which is what this portion of the marketing plan intends to assist with. All the project leaders have to do is a google search for "city statistical information" and there will be various websites and resource generators that can help them find a mass amount of information that can be used to their benefit. As a side note, if they get their social media pages to a point where they are developed enough to engage with people, you can check who's tagged in the area in their post. The further development of social media pages was a strategy suggested in the powerpoint with the vision of making Adams County look desirable. What kind of activities are they engaging in? How can you capitalize on this? For example, if you look at the tagged Instagram posts for the pinpoint of Adams County

and you see a lot of people fishing, then host a fishing clinic or event! Overall, the leaders of Adams county need to collect data they need to evaluate what's happening in the county, figure out where they want to be, how they're going to get there, and then begin planning their own marketing campaign.

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Group 2

Adams County Marketing Plan

Executive Summary

Adams County, Wisconsin is a great place for people who want to live in a beautiful area with opportunities for outdoor recreation and a rural, community-oriented lifestyle. The unique geology of Adams County makes it a very scenic area that offers a variety of outdoor activities including world-class golfing, hiking, biking, fishing, ATVing, and boating. What makes Adams County particularly unique, however, is the sense of community and opportunities for residents to have a big impact in their community, or to be “a big fish in a small pond.” Like other rural areas, the population in Adams County’s is aging, school enrollments are declining, and they are struggling to retain younger generations. However, with the recent pandemic and trends in telecommuting, Adams County has the potential to attract individuals who are looking to move to more desirable locations that offer more space, have lower costs of living, are closer to family, and more opportunities for outdoor recreation. This marketing plan is aimed at attracting new residents to Adams County from the urban areas of Milwaukee, Madison, and the Fox Valley by 1) raising awareness of Adams County as a desirable place to live through social media marketing campaigns, and 2) encouraging online exploration of living in the community through the county website and real-estate platforms. The target audience for this marketing plan is Millennials (born 1981 to 1996) and Gen Xers (born 1965 to 1980) that together makeup nearly 70% of the workforce and 61% of homebuyers in the United States. Over 80% of both generations use social media daily, Facebook, YouTube, and Instagram being

the most popular. Our brand image combines the beauty and outdoor recreation of Adams County with the idea that it is also a community-oriented and fun place to live, and is tied together with the positioning statement, “Come for nature, stay for the Community.” The social media marketing campaigns would be evaluated by the number of post “clicks” and county website visits. In addition, this plan recommends tracking searches and clicks throughout the county website and on real-estate online platforms to evaluate exploration of Adams County living and identify audience interests for future marketing efforts.

Situational Analysis

Adams county is a very beautiful and scenic region located in Wisconsin. It is very biodiverse as it is home to many plains, bluffs, and rivers. It is located near the Wisconsin Dells which is an area that is home to many indoor and outdoor waterparks, casinos, and other resorts. One very popular area in the dells is known as Witches Gulch which offers a scenic route for individuals to hike, camp, or even go on boat tours. Adams County is also home to some of the finest golf courses in all of the country. They host numerous annual tournaments that bring in people from all corners of the world. The county also offers real-grass tennis courts which are extremely rare to find. Apart from the physical attractions, the county also offers a feeling of community and love to individuals. This is because is a small region full of caring and hard-working individuals that look out for each other. Individuals in this county often feel like “a big fish in a small pond” since it is much easier to have an impact on the small region. Although there are many great aspects of Adams County, there are arguably more negative ones. The first being that all of their attractions are really only utilized in the summer months. This causes a huge influx in tourists during the summer months, but this number nearly vanishes for the rest of the year. This also turns people off to actually moving to the county since the main attractions can only be utilized for a small portion of the year. The county is also facing a crisis in its education system. Their enrollment numbers are decreasing year after year due to students transferring as well as a lack of new families moving to the county. Also, the county is struggling to keep the younger population in the county upon graduation. Many students go off to college or seek work in other counties since there is an overall lack of opportunity in Adams County for a professional career. This has led to a huge decrease in

educated, skilled, and quality employees in the county. This also has caused the population of Adams County to become overwhelmingly elderly individuals. This makes young people even less likely to consider living in this county. Adams County also has a somewhat complicated image due to a variety of factors. One being that the county doesn't offer internet connection in all of its regions. The reason for this is that they do not have a sufficient budget to do so. Adams County should strongly consider applying for government funding in 2021. There are also similar issues pertaining to clean drinking water as the county can't provide it to everyone. Not to mention there was a string of murders in the late 1960s that had once given a negative outlook to the safety of the county as a whole. This image painted by these factors has prevented Adams County from being able to grow and develop as a whole. With all of this being said, the county would like to make drastic changes. With the recent pandemic, individuals are looking to move out of large, crowded cities and into more rural and less populated areas. Many companies and individuals have also begun working remotely from home so this makes it possible for most of these individuals to escape from the big city. Adams County hopes to capitalize off of this and increase its overall population. This would increase their student enrollment numbers and by default their education budget. This would also add new leaders and opinions, thoughts, and ideas to the community. This could help to progress positive change in the county as a whole.

Provided below is the SWOT analysis for Adams County. The SWOT analyzes the internal and external factors that are related to Adams County. The internal factors are captured under the strength and weakness categories of the analysis whereas the opportunities and threats capture the external factors relating to Adams County.

Table 1. SWOT Analysis

<p>Strengths</p> <ul style="list-style-type: none"> • natural beauty • small, but committed community arts (theater) and history • costs in the county are affordable • can be part of a community people care about each other • potential to be a big fish in small pond • business opportunities in certain sectors (e.g., tourism) • abundant outdoor opportunities • relatively close to other urbanized areas (e.g., Dells) 	<p>Weaknesses</p> <ul style="list-style-type: none"> • opportunity to increase wages are limited • poor health indicators • aging population • seasonal population - • lack of tourist amenities (lodging, restaurants, internet, etc.) • lack of vision and strategic plan
<p>Opportunities</p> <ul style="list-style-type: none"> • potential to attract people who seek quality of life, work-life balance and place to raise kids close to nature. • Work with Bicycle Federation of Wisconsin to improve trails and maps and an opportunity to advertise. • Work to build more luxurious hotels for wealthy tourists 	<p>Threats</p> <ul style="list-style-type: none"> • Lack of internet in rural areas • rural schools – transient teaching staff, lack of resources for a population that needs more resources. • Transportation (commuting, to-from urban areas for tourists) • Lack of access to healthcare

Marketing Goals

We hope to bring in new residents to Adams County from other cities in Wisconsin and surrounding areas. Bringing in new residents to Adams County would increase the pool of skilled employees and shift the population pyramid back to a more stable shape as opposed to the current disproportionate elderly representation. An increase in this younger middle-aged workforce will help stabilize the economy to increase funding for city development. Our marketing efforts will focus on three main marketing goals that, together, would increase Adams County recognition and residential appeal.

Goal 1. Raise awareness of Adams County as a desirable place to live.

Primarily, we hope to raise awareness of Adams County as a desirable place to live through social media marketing campaigns. The biggest driving factors of possible resident influx will be applied to graphically appealing social media account posts and sponsored/promoted social media posts to reach a wider audience. Over 80% of this demographic uses social media regularly. Using social media will allow for direct connection to the official Adams County website as opposed to television and print, making the website accessible allows for better tracking of analytics. Instagram and Facebook are the two most popular social media platforms for this demographic. The goal of these social media posts is to increase understanding of what Adams County has to offer younger working professionals with families. This includes access to community, recreational activities, serene environment to work from home. Activities like golfing, boating, and ATVing will be a large part of these social media posts. The smaller-community would be a big draw if framed in terms of friendliness and close-friendships with other families that are easily developed. Through this social media campaign

and current website tourism data, we will be able to generate posts after looking at data analytics of what most people that visit the website or social media posts are interacting with. This attribute of awareness will be measured by post “clicks” which signify that an audience member had recognized an appealing part of Adams County. We would link the county website to these posts and also monitor what posts generate higher website traffic to better understand the largest appeals for future posts. Adams County Instagram and Facebook pages will also be monitored for follower growth and “likes” as additional metrics of Adams County and positive recognition. We will track growth across these platforms for 3 months as compared to current levels.

Goal 2. Encourage exploration of living in the community

Next, we would like to build up website content that will encourage exploration of living in the community. Part of this marketing goal is to increase visitor interest in Adams County real-estate. Many people with interest in relocating will be searching for terms that reflect what they most value in a new location. We would track clicks for these parts of the website and seeing exactly what searches draw members of the target audience to the website to better know what to highlight. In addition to search-terms, we can also use existing realtor data on telecommuting for professionals with continuing employment. Using these sources, we would recommend updating the Adams County website to highlight the positive aspects of home-buying in Adams County which include things like larger land plots (i.e., plenty of room for kids or pets to spend time outside). Aspects like these will be linked to local real-estate websites and connect these prospective residents directly with realtors to find the best fit. We would focus a part of our tourism campaigns on the small-town life and positive aspects of home-buying in

Adams County. We would track this through real-estate online platform searches and traffic. Top real estate platforms include Zillow, Realtor.com, and Trulia. We would also utilize data from recent population influx interests and categorize them by driving factor.

Additionally, we would recommend a series on the Adams County Facebook page, which is where most people in the target demographic will be spending their social media time. An interesting way to show how open and friendly this community is would be through Facebook Residential Question and Answer Live feeds around twice a month which would allow prospective residents to ask questions to spokespeople and enthusiastic residents of current Adams County. These current residents can share what they most love about living in the county and these "live-feeds" can be cut and used for content for Instagram and Facebook posts. Because community is a huge factor in quality of life and something that Adams County obviously has a good sense of, it is important to highlight this as a look into what it would be to live there. Together, this two-pronged approach will allow Adams County to be better understood in terms of what it has to offer as well as position it as an easy place to move to.

Target Audience

Millennials and Gen Xers who live in the urban areas of Milwaukee, Madison and Fox Valley and are interested in living in a more rural setting and/or closer to outdoor recreation and nature.

Demographics

Millennials (born 1981 to 1996) and Gen Xers (born 1965 to 1980) together make up nearly 70% of the workforce (PEW Research Group, 2017). These two generations also make up the greatest share of homebuying in the United States, 37% and 24 % respectively (National Association of Realtors, 2020). The top factor that drives home buying in these generations is major life changes, such as marriage, having children, and children moving out. Millennials make up the largest segment of new marriages and pregnancies. From 2014-2018, the median age of women getting married in Wisconsin was 27.9 years old (Population Reference Bureau, 2020) and the age of first-time mothers in big cities and with high levels of education, such as those from Milwaukee, Madison, and the Fox Valley cities was between 29-30 years old (New York Times, 2018). Older Gen Xers also are experiencing major life changes as teens leave their homes and they become “empty nesters.”

Trends Towards Rural Living

Growing flexibility in options for telecommuting over the past decade has allowed employees move to more desirable locations that offer more space, have lower costs of living, are closer to family, and more access to and opportunities for outdoor recreation (e.g., biking, hiking, skiing, fishing, etc.). Many Millennials and Gen Xers today are looking to move to areas outside of urban centers to be closer to nature and live healthy active lifestyles. Twenty percent

of Millennials and 15% of Gen Xers would compromise on the distance to a job in purchasing a home (National Association of Realtors, 2020).

Choosing to Move to a Rural Location

One of the first considerations for people considering rural areas is internet availability which is necessary for those working remotely and or wanting to start or move a business. For those who plan to keep an urban-located job and are willing to commute, internet access may or may not be a priority, however, shared transportation options are important.

Millennials are tech-savvy and spend a lot of time on social media platforms, like Facebook, Instagram, and Twitter. Older Gen Xers have more accumulated wealth and more time for travel. Most people use Google to conduct online research making websites and other online resources important sources of information for relocation. According to a 2020 National Association of Realtors report, the first step that buyers take in the home buying process is to look online at properties for sale, followed closely by contacting a realtor.

Table 2. Target Audience Segmentation

Demographics	Millennials (22-40years)	Gen Xers (41-56 years)
Percentage of homebuyers in the U.S.	37%	24%
Percentage of homes purchased in rural areas	24%	14%
Major life changes	Marriage; first, young and middle-aged children; divorce	middle and older aged children; empty nesters; divorce; aging parents with care needs
Social media use	88% use daily; use at least once a week: Facebook (87%), YouTube (86%), Instagram (71%), Snapchat (52%), Twitter (42%), and Pinterest (42%)	81% use daily; use at least once a week: Facebook (90%), YouTube (68%), Snapchat (32%)

Community Amenities Sought	Millennials (22-40yrs)	Gen Xers (41-56 yrs)
Housing price	affordable starter homes (\$<200,000)	Can afford more expensive housing (\$200,000-\$500,000)
Housing type	Single family homes desirable (minimum 2-bedroom, one bathtub). Could also include larger, rural parcels for homesteading.	Varies depending on family status (middle-aged children or empty nesters), but includes a range of larger or smaller, single family homes on larger lot sizes or in more remote location and upscale town homes and apartments near or on golf courses. Could also include larger, rural parcels for homesteading.
Desirable home qualities	Access to childcare, educational and other kid-friendly amenities.	Flexible depending on family status. Properties that provide direct access to outdoor recreation activities (on lakes, near trails, on golf course, etc.).
Types of outdoor recreation desired	Family-friendly parks/nature preserves with bike trails and hiking.	Biking (road, bike trails, mountain), hiking, fishing, boating, golfing, ATVing
Desirable community assets	Family-oriented activities (e.g., parades, camps, community clean-ups), youth organizations (e.g., FFA, 4-H, Boy/Girl Scouts); farmers markets, basic healthcare facilities	Farmers markets, basic healthcare facilities, modern restaurants with outdoor dining, art and music fairs.

Marketing Strategy

Positioning Statement. Come for nature, stay for the community.

Positioning is often used in order to make a product or place stand out or seem unique in relation to similar products and places. Adams County is one of many rural areas in the state of Wisconsin. Therefore, we are using a premier positioning strategy to brand Adams County as a desirable and one-of-a-kind place that offers the many qualities of life that early-Millennial and Gen X families are interested in including rural beauty, access to outdoor recreation and nature, and being part of a community that cares. The positioning statement, “*Come for nature, stay for the community*” is simple and conveys that Adams County is beautiful and is a great place for kids to grow up and has a lot to offer for adults too.

This positioning statement and brand tells the audience that Adams County is more than just a place to visit and helps them envision themselves living there. To demonstrate this in the audience’s mind, beautiful and scenic photos are used to pull the audience in and are then followed with images of “common” people having fun and recreating. We want the audience to imagine the possibility of themselves in this lifestyle permanently--not just simply an occasional trip away from the city. This positioning statement works well for the broad variety of outdoor recreation opportunities that exist in Adams County such as golf, boating, ATVing, and exploring Wisconsin’s spectacularly beautiful and ancient geological features (e.g., Friendship Mound, Lone Rock, Ship Rock, Roche-a-Cri, Quincy Bluff, and Rabbit Rock).

Message Strategy. Emotional Marketing

One strategy that we will employ is the use of emotional marketing. Emotional marketing is used to appeal to the consumer’s feelings in order to persuade them to buy or use a product or

service. The main emotional appeal that Adams County offers is its strong sense of community. Many individuals may be seeking this community for a sense of comfort or just belonging to something greater than themselves. The goal of our ad is to persuade individuals that they too could be part of the community and reap the benefits if they decide to live in Adams County. We do this by including multiple pictures of Adams County residence enjoying activities together. We also do this by including a slogan in our ad. The slogan is “Come for nature, stay for the community.” We hope that the combination of the slogan and pictures can work to have an effect on our target market’s emotions. Our target market may envision attending community events or raising their kids in an area where they can be involved and active in various activities, clubs, etc. that Adams County provides. We would work to capture this sense of community and connection in any future advertisements we use as well. This would be done again through the use of our slogan and pictures that show Adams County residents of varying ages doing activities together. This may include things like golfing together, sporting events, school activities, or even just helping each other out in general.

Message Strategy. Slice-of-Life

Another message strategy we will use is the executional framework, slice-of-life. This framework uses appeals including rationality. In order to accomplish this, the framework depicts day-to-day lifestyle interactions focused on common experiences. In this method, we will be able to use residential life in Adams County as an elevated life experience from common current target market lifestyles in more suburban/urban areas. The slice-of-life framework is often solution-oriented. We would position life in Adams County as an achievable lifestyle with an elevated community and environmental experience. Our digital advertisements will focus on

community and take day-to-day Adams County lifestyle features like golfing with friends or days with the family at the lake as features of an elevated community experience that may not be achievable in their current locations. This slice-of-life framework will make it easy for our target market to connect with current residents and see themselves in that experience as a “solution” to their current routine that may lack the nature-based tight-knit community offered by the county.

Signature Creative Piece.

Our brand image combines the beauty and outdoor recreation of Adams County with the idea that it is also a community-oriented and fun place to live. Our message is that Adams County is a great place to visit, but also a great place to live. The images were selected to gain the audience's attention with scenic vistas and invite them to imagine the benefits of a rural lifestyle. These were designed with Facebook and Instagram in mind, both of which photographic content does the best. The ad also would include a direct link to the county website where people could learn more about living in Adams County and explore real estate. We hope to achieve a brand message that conveys that Adams County can fulfill families' desires to live in an area that is scenic, offers incredible outdoor recreation, and is fun and family-oriented.





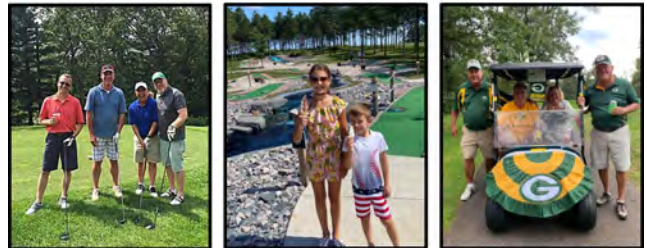
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Visit AdamsCountyLiving.com to learn more!

Tactics

The promotional elements used to achieve our marketing goals will be primarily executed through web-based media sources. To achieve the primary goal of raising awareness of Adams County as a desirable place to live, we will use pay-per-click Google advertising for search results related to nature-based activities and small-community-based searches for Wisconsin and surrounding areas. This will allow our target market to be aware of Adams County in a way in which it will already be positioned to the information they sought out, increasing the chance that they would take a deeper look into the county webpage. The other component to raise awareness of Adams County will be through promoted Instagram and Facebook posts depicting family/community-based life. The slice-of-life marketing technique will be useful in showing activities like ATVing, boating, Adams County social events, golfing, etc. as a “solution”.

The tactics to accomplish the goal of exploration of living Adams County will be achieved mainly through the Adams County website and the Instagram/Facebook social media marketing campaign. Primarily, on the website, a “testimonial” element will be used in understanding common resident life and why residents choose to live here. Advocacy/Event elements will be used in the form of Facebook-live Question-Answer sessions by current residents on a monthly basis that allow people to connect directly to residents in a small-community that may be reflective of the tight-knit lifestyles of Adams County residents. We will also use retargeting display ads from those who visited our website during the pay-per-click marketing part, to effectively utilize the “awareness” created. Employing this element would allow the target audience to already be primed for more housing/real estate-based advertising campaigns.

Evaluation

In order to determine the impact that we are having on our target audience, we will analyze a few data points. The first data point relates to the Adams County social media pages. Our main goal is to make our target audience perceive Adams County as a beautiful, community-focused county that they could potentially live. In order to do this, we are utilizing online advertisements that help to paint this picture for our target audience. We would first view and record the amount of views, clicks, and interactions that Adams County is currently getting on their social media platforms such as Instagram, Facebook, and Twitter. We would then implement our various marketing strategies and put out our online advertisements. Following this, we would then analyze the views, clicks, and interactions that the previously mentioned social media platforms are receiving. In order to determine whether or not our efforts were successful, we would simply compare the data we obtained before putting out our advertisements to the data we record following the implementation of our online advertisements. If the number of views, clicks, and interactions increase significantly then we would label the utilized strategy as successful. However, if the data remained the same or somewhat similar then I would deem our advertisement as unsuccessful and work to figure out why this is the case and make the necessary changes in order to help our next advertisements have a larger impact on our target audience.

Another metric we would analyze is the amount of traffic that Adams County real estate websites are receiving. Our basis for this is that if more people are viewing potential houses, apartments, etc. to live in located in Adams County then that would correlate to an increased number of consumers looking to move there. Again, we would analyze and record the traffic

that these websites are currently receiving. We would then place our advertisements online and view and record these same metrics after implementing our advertisements. It would be important to view these numbers on a weekly basis for at least one month. An increase in traffic to the websites would indicate a successful marketing campaign, but a decrease or similar number as the first recorded metric would be indicative of an unsuccessful strategy. Unfortunately, this metric would require an up-front investment as obtaining online data isn't always free. However, we feel that this investment would be worth it as it is extremely important to analyze.

Overall, our main goal is to see an increase in the amount of social media interactions as well as an increase in the number of individuals viewing housing options located in Adams County. An increase in both of these would allow us to conclude that our efforts and strategies were indeed successful at not only reaching a large target audience but also having a significant, positive impact on their feeling towards Adams County as a whole.

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Group 3

Executive summary

Adams County is currently viewed as a place of pride amongst the older generations that live there. There certainly are a great number of flaws placed on the reputation of the county that drives the younger demographic away once they reach the point to decide where they want to go to school, work, start a family, etc. The vision is for this county to be economically prosperous enough to hold younger residents within the county.

Our goal for Adams County is to keep residents in the area by targeting the younger demographic of residents. We have created two different goals to benefit this demographic, which will hopefully help influence them to stay in the area post graduation and during adulthood. Our goals are to enhance summer activities, outdoor education, and inclusive leadership programs in addition to working on communication within education. Both of these goals will mainly be implemented through social media to target the appropriate age range. These goals are all realistic, measurable, and time specific. Developing a recreational and communicational strategy in a cohesive and positive matter is very attainable in a short amount of time.

We have decided to segment the younger demographic of the population. Specifically this means all Adams County residents that are 18 years old and younger. We are targeting the younger demographic in hopes of enhancing educational and recreational programs ultimately to improve the education sector problems within Adams County. Parents also accompany our target demographic. The programs we intend to create in order to achieve our objectives for youth involvement, as involve the willingness of parents to have their children involved in these

programs. The main benefit of using these target populations is that they are heavily influenced by each other. By helping to get the youth involved this could also help parents to participate in these programs and help model community engagement and pride in one's home town.

The goal of the marketing strategy is to switch the views and perceptions of current residents. To do so we must outline the benefits and advantages of living in Adams County. This includes highlighting the summer recreation and outdoor education which is possible in Adams County. This will be done by implementing community projects for the youth that will not only benefit the entire community but help enhance the youths professional skills as well. Social media will be incorporated into our messaging to help create a call to action. The goal of our marketing strategy is to have specific ways people can get involved and have their students get involved.

The main promotional strategy that will be used to present a unified image will be through online platforms such as Facebook, Instagram, and Twitter as well as on the county's website. The main focus of these pages will be the implementation of youth directed activities within the county. The same concepts and tactics will be presented in print media, however, it will not be the main source of implementing these new strategies.

Evaluation of the effectiveness within these strategies is extremely important to monitor over time, and see whether or not our marketing strategies have made a difference on the location of residence for our target market. If the plan is not producing results up to standards of Adams County, it can be tweaked and modified as time goes on and external factors shift. Our team has produced two reliable ways to measure the results of our strategy through social media analytics and school system reports.

Situational analysis

Adams county is currently a county where there exists a sense of pride amongst those who call it home. The county does, however, possess a great number of flaws in need of rectification. Foremost, and most relevant to the strategy proposed by this exposition is the loss of young families and young minds. The loss of youth within the county to either the moving away of the family or the open enrollment of children to out of county school districts is an issue that actively depletes the promise of the future of the county by diminishing the number of young minds allowed to develop into stakeholders. An additional setback facing the county is the current state of lax attitude towards development into the future that can be witnessed in current local leaders. This lack of vision has thus far prevented progress within the county that would otherwise allow the county to remain competitive with both its neighboring counties as well as rival geographically similar counties. The final negative impact felt in Adams county worth noting is the lack of effective forms of economic stimulation to successfully create employment in such a manner as to entice residents to stay within the county or commute to the county.

The vision for the county that is held by this marketing team is one which would allow for the county to be economically prosperous enough to hold younger residents within the county. With this would come a greater positive outlook towards the future of the county and allows for more vision to be held by those in leadership positions. That vision would allow Adams County to be relevant and competitive moving into the future. Overall the greatest point of improvement would be to see a change in the number of activities allowing for youth involvement and thus a greater retention of youth within the county.

SWOT:

Strengths: The county holds a great number of natural resources allowing for an area to capitalize and develop activities based off of.

Weaknesses: There is limited economic opportunity within Adams county creating a strong likelihood of better employment opportunity being found elsewhere.

Opportunities: Proximity to The Wisconsin Dells would allow for easy development of attractions to increase tourism traffic already in the area. Need for cheap living by many individuals would allow for an easy group to market towards and increase county residency. Abundant nature scapes that allow individuals to participate in outdoor activities, including summer camps, hiking, biking, canoeing, kayaking and camping.

Threats: Greater employment opportunity is able to be found in neighboring areas. There is a poor perception of the county held by state residents in the surrounding areas.

Marketing Goals

To keep current residents in Adams County at a higher count, there are a few specific goals that the county should aim for in the effort to improve the residential satisfaction and retainment rates. To do so, we find it important to target the younger demographic of residents. This is because these are the people choosing what to do after graduation and into their adulthood. Furthermore, these young residents should have increased support from the county so they choose to stay in the area beyond childhood. The support from Adams County representatives should include both a strategic youth plan and improved educational communication.

To begin, Adams County would highly benefit from a strategic youth plan to keep residents in the area within the future. While planning, it would be wise to consider the most valued attractions in the area: outdoor activities. In relation to youth residents, this should include summer recreation and outdoor education, which could include examples such as hiking, camping, kayaking and canoeing. Adams county has a fantastic location for thest outdoor activities, (also the main tourism attraction) so it would be monumentally valuable to take advantage of it and allow the youth to see what the county has best to offer. Adams County does offer a summer camp now, but it could very well be expanded on past the pottery, soccer, and fishing that they do now. Leadership skills could be implemented with team building activities and other exercises for growth. As for high school-aged students, FFA is perhaps the most prominent leadership organization, but less students tend to get involved since it covers agricultural business and is seen for farmers only. More inclusive leadership programs should be developed for all types of educational interest to give all young residents a chance to participate. This could include offering college internships for the summer leadership roles as well to help bring in young, new minds. If this were to be implemented in a youth plan, those residents would have prized memories, experiences, and skills from Adams County to fall back on when making the decision to stay or leave later on in life.

Working on communication within education is also an important aspect of keeping residents in the area. As mentioned, it starts with the youth residents, so strategic communication highlighting the positive aspects of Adams County within public schools could have an extremely positive impact down the road. While communicating with youth residents, there are many points to consider in the effort to keep them in the county past their childhood.

The ultimate goal of this strategy is to create an entirely new “norm” of Adams County with retention later on. Instead of allowing Adams County to be negatively regarded in so many aspects like it is now, the new Adams County should be described as a unique, safe, and great place to live and raise a family in. Other possible components to this new communication may involve summer government involvement programs, graduation scholarships, and even high school community projects. All of these types of activities can help facilitate future opportunities for students, making them gracious for Adams County and the opportunities or recognition that they are given. Furthermore, the youth of Adams County may also feel inclined to give back to the community in the future.

All of these new strategies to communicate the appeal of Adams County aren’t useful though, unless there is a channel to use. Thus, it’s important to implement a messaging channel strategy in which a cohesive message and streamline vision throughout all useful platforms is utilized. The main platform that should be used is social media; this is especially true of Instagram, Snapchat, and Twitter. Since so many youth-aged users are mainly on these sites, it would be extremely wise to utilize them and begin spreading positive and cohesive messages to residents. Furthermore, these young adults should be shown the educational and career-related opportunities that Adams County has to offer for their future. In doing this, “brain drain,” or the emigration of highly trained people from a particular area, may be able to be avoided. Not only does this phenomenon cause major social implications for the area, but also various social and even political implications as well (JEC, 2019). Thus, these negative impacts can be observed around the area today and will only grow to be worse if appropriate steps aren’t taken. If the recommended strategies mentioned are implemented efficiently, some of

the brightest, highly educated youth residents could feel inclined to make a living in Adams County after seeing all of what it has to offer. Other types of more traditional media channels could also be utilized, including print media, digital media, and even the chamber of commerce. This would not specifically reach our target audience, but it could very well highlight economic success in the community and make current residents feel inclined to stay in the area with hopes of a well-paying career right at home.

These goals have a great amount of potential to keep current residents in Adams County. Better yet, they're all realistic, measurable, and time specific. Developing a recreational and communicational strategy in a cohesive and positive matter is very attainable in a short amount of time. It all depends on the future, so progress could easily be monitored by a specific timeframe and compared to a benchmark of posts made, youth residents reached, advertisements broadcasted, and anything in between to make sure progress is maintained and following a positive trend. For instance, progress made could be analyzed each five years in comparison to a benchmark of a certain number of youth-aged residents reached through the implemented strategies. As long as the recommended strategies are utilized effectively, the progress monitored should surpass the benchmark and continue to flourish as residents are impacted by the new tactics of Adams County, sanguinely persuading them to choose to stay in the area at a higher rate.

Target audience

Since we are focused on Adams County residence we needed to find what segment of the population we wanted to target to create our messaging for. Specifically, we are targeting

the youth of Adam's County and youth involvement channels. As of right now, the education sector of Adam's County is rated relatively low and we identified that as a problem. Now, since we cannot fix the systemic problems that may exist in the education sector, we do plan to establish new programs that help to create further engagement of students in their own communities.

Currently the perceived behavior of community members including students is a general lack of forward thinking and vision for the county. Generally speaking, most older community members have settled for the status quo that is there and often only get involved in their community when they feel like they have to. Heated topics in the community are the few opportunities that most citizens take action and get involved. Examples of this include; zoning issues, building projects, water issues and external companies that have tried to move into the county. So there is a general lack of community involvement when it comes to youth or youth programs.

Our target demographic will be youth 18 years and younger. The hope is to create programs that these students can get involved in their community and begin at a young age to see the value of community and their place in involvement. Since we are targeting the youth, we can utilize that fact that they are generally more open-minded due to the fact that they are still learning about the world. However, parents do in a way accompany our target demographic. Meaning, since these programs we intend to create in order to achieve our objectives of this program are for youth involvement, we will also have to keep in mind the willingness of parents to have their children involved in these programs. The psychographic of Adam's County parents is deeply rooted in family bonds, close ties within the community, as

well as sometimes closed minded. There is also a range of geographic location for these target populations, since we are evaluating an entire county there will be a range of attitudes and beliefs depending on specifically where you are in Adams County.

The main benefit of using these target populations is that they are heavily influenced by each other. In other words, helping to get the youth inspired and involved could also help parents to participate in these programs with their children in order to help model community engagement and pride in one's home town.

Positioning Statement

The current position of Adams County is widely looked down upon. The reputation of Adams County in the minds of current residents and visitors is often correlated with the negative press involving crime and poor quality of life. In order to motivate our target audience to take action and ultimately change their perception of Adams county we need to produce a new positioning statement.

To start this transition of how people view Adams County we must first start with redefining the reputation of Adams County. By repositioning the county this will help shift the image of Adams County in the minds of consumers. Currently Adams County has the reputation of being heavily involved in crime and producing a low quality of life for residents. This includes poor mental and physical health, lack of education, high unemployment, and low average rate of income. The goal of creating a new positioning statement is to shift the negative reputation of Adams County. Having residents view it as an up and coming county that has exceptional scenery and adventure activities along with great youth programs aimed to enhance their

personal and educational development. To switch the views and perceptions of current residents we must outline the benefits and advantages of living in Adams County. This includes highlighting the summer recreation and outdoor education which is possible in Adams County. Adams County has a fantastic location for outdoor activities, which would be monumentally valuable to take advantage of it and allow the youth to see what the county has to offer. In addition, Adams County should be viewed as a safe yet stimulating place for kids to grow up in. Families should be eager to have a secure, picture-book home within Adams County that provides their children the opportunity to grow up in an area full of opportunities and outstanding resources. By switching the perspective of current residents this changes their positioning statement to Adams County is preferred by the youth and families because it offers greater education and recreational opportunities than other Midwest counties.

Another strategy in shifting the positioning in Adams County is focusing and targeting smaller audiences. Which is why for our report we have decided to focus on the youth residents of Adams County. Specifically we are aiming for kids 18 years old and young who already live within Adams County. We can't shift all the residents' perspectives overnight, instead we need to target multiple small groups, and eventually all residents will be targeted and have a changed view of Adams County.

Message Strategies

Since we are looking to target the youth populations and increase opportunities for involvement in the community, there are a few different messaging strategies to utilize. Both messaging for the students as well as their parents to help boost the overall engagement. The

main message we will focus on will be brought forth through community projects for the youth. This will give our target audience the chance to increase their personal and professional development along with helping produce change they want to see in Adams County. An example of how the youth audience can complete the community projects is through a capstone for highschool seniors. Seniors will have to produce a plan, find the resources, and carry it out to finish. Some examples of senior capstones are updating a community park, creating new hiking trails, or adding community rental programs for canoes, kayaks, paddleboards, etc. Not only will this benefit the entire community but it will also allow the seniors to build on their professional business skills. The goal of the community projects are to add things the youth wants to see in the county and help students perform tasks that will help them stand out on college or job applications.

Specific things that we have incorporated into our messaging is using social media to help create a call to action. Since this can also serve as a more central processing tactic, by having the reader seek out more information about the topic. This can similarly work with driving the reader to seek out information on the website that would have more specific ways people can get involved and have their students get involved. We also want to help drive further awareness to the utilization of social media, as a way to help centralize Adams County more and establish a cohesive community message source.

Signature Creative Piece:

We hope to center our messaging on the youth and to maintain consistency with that imaging for the creative ad. Since we want youth to get involved it will also be messaging that draws in parents too. The brand image needed to be bright and pop, so that it could help draw

attention to what you are trying to communicate. Also, using imaging that is specific to our target audience is important. We wanted the ad to be easy to identify with, easy to read and digest the information, but also leave the audience with a call to action, which is to follow on social media or this could be modified to drive people to visit the website. We are also trying to appeal to the emotion of the reader, since we are using terminology that includes “love” (Perloff, 2020).



Get your student involved today

**INVEST IN WHO YOU LOVE,
WHERE YOU LOVE.**

**JOIN ADAMS COUNTY IN OUR NEW
COMMUNITY SERVICE PROJECTS,
THAT HELP GIVE BACK AND CREATE
OPPORTUNITIES FOR YOUR STUDENTS
TO GAIN COMMUNITY SERVICE
EXPERIENCE.**

**FOLLOW US ON SOCIAL MEDIA TO
STAY UPDATED**



Tactics

In an effort to redesign and improve the promotional strategy used by Adams County to retain those who are current county residents, particular attention will be paid to online platforms used in promotion. A unified image will be presented across the likes of social media platforms such as Facebook, Instagram and Twitter as well as on the county's webpage. These pages will need to be run by the same person or group so as to provide the most similar appearance across platforms that is possible. The implementation of youth directed activities within the county, will be the main focus of promotional materials on these newly unified internet presences. The current state of the county is one which has been ravaged by the impacts of brain drain or the loss of young minds. This is due to stigma surrounding the educational system and the willingness to either open enroll out of or move away from school districts falling within the county. The work proposal throughout this project to implement additional youth activities within the county in order to create staying power. Current organizations such as youth parks and rec sports as well as school programs such as FFA will be promoted on a county level. The happenings and achievements of these sort of groups will be captured and used as media content for the platforms previously mentioned.

The use of social media will reflect an active and effective youth atmosphere which would serve to encourage the retention of young people by the schools of the county. Portrayal of positive images and messages regarding youth activities will be a key portion of the tactics regarding the implementation of a new media usage norm within the county. Print media will also be used, however will play a more limited role than online based media. The same concepts and tactics will be at play in print media, space in the periodicals *Adams-Friendship*

Times Reporter and *The Shopper Weekly Rambler* that currently are circulated within the county will be purchased to further unify the advertising experience across all platforms (Adams, 2021). The same message will be uniformly presented both online and in print in an effort to reform the view of the effectiveness and widespreadness of youth activities within Adams's county.

Evaluation

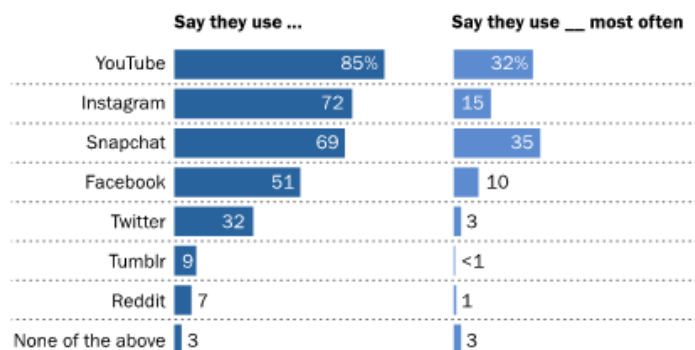
The evaluation of the effectiveness within these strategies is extremely important to monitor over time. Thus, if the plan is not producing results up to standards of Adams County, it can be tweaked and modified as time goes on and external factors shift. Evaluation of results determine if the implemented plan is realistic, measurable, time specific and compared to a benchmark. Furthermore, two fantastic and reliable ways to measure results is through social media insights and school system reports.

First, social media insights should be the primary focus in results evaluation. The target audience within these strategies are youth-aged residents, so the most reasonable option is to evaluate results on platforms that they use most. Using youth driven social media platforms such as YouTube, Instagram, Twitter, and even Facebook, insights can be used to track the amount of accounts reached and progress made within the account itself. 32% of youth-aged social media users say they use YouTube the most often, while 15% use Instagram the most, and 35% say they choose Snapchat the most (Anderson & Jiang, 2018). Using insights to evaluate progress, in terms of Instagram for instance, monitoring of accounts reached, content interactions, audience growth and much more can be achieved with only the click of a

few buttons. Adams County has the ability to keep track of trends and make sure the implemented strategies are contributing to success. Thus, the social media representative of Adams County should create goals to strive for (such as +100 accounts reached per month, +15% content interactions per month) and again compare the data to a benchmark set beforehand. Instagram insights include time-benchmark options of a week at a time, a month at

YouTube, Instagram and Snapchat are the most popular online platforms among teens

% of U.S. teens who ...



Note: Figures in first column add to more than 100% because multiple responses were allowed. Question about most-used site was asked only of respondents who use multiple sites; results have been recalculated to include those who use only one site. Respondents who did not give an answer are not shown.

Source: Survey conducted March 7-April 10, 2018.

"Teens, Social Media & Technology 2018"

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a time, or even a year. As progress continues to grow, it's likely that this timeframe and metrics will need to be adjusted in correlation to growth.

Another great way to evaluate results is through the school system. Since our target market includes youth residents of Adams County, the school district could very well administer forms and surveys to keep track of the amount

of residents choosing to stay in or leave the Adams County area after highschool graduation. A mix of close ended questions (to monitor metrics of residents) and open ended questions (to get a better understanding of reasoning for metrics) will be most effective in this evaluation strategy. For instance, if in a given year 76% of youth-aged residents planned to leave the area after childhood, the open ended questions administered could give Adams County representatives a better understanding as to why they were seeking other options. Thus, those complaints could be directly targeted in hopes to lower that percentage in the future.

Oppositely, the 24% of youth-aged residents that planned to stay in the area would also have an opportunity to express what they like most about living in Adams County and what they plan to do after graduation. These interests could also be targeted, allowing Adams County to expand on what youth residents find attractive about living there into adulthood.

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Group 4

Increasing and Diversifying Civic Engagement in Adams County Executive Summary

This report outlines a communications and marketing plan for increasing civic engagement in Adams County, Wisconsin. The inspiration for this plan came from several discussions with three Adams County leaders who visited our Life Sciences Communication marketing course throughout the University of Wisconsin–Madison’s spring 2021 semester. These representatives expressed concern over Adams County’s lack of vision and diverse participation in local decision making. To address these concerns, this report will outline strategies and tactics for increasing civic engagement from a diversity of Adams County residents. Sections of this report include:

I. Situational Analysis

This section includes an analysis of the Adams County of now, and the Adams County of the future. Adams County’s current health, education, and civic issues are described, underscoring the need for innovative solutions. Specific details regarding the benefits of civic participation are highlighted, along with potential barriers to civic participation in Adams County that must be addressed.

II. Marketing Goals

In this section, specific goals for this project are described. These include an overarching goal of increasing and diversifying civic engagement in Adams County, along with several subgoals that are intended to support this mission.

III. Target Audiences

Identifying target audiences is essential to developing an effective marketing campaign. This section describes the groups of Adams County residents that currently have low participation in civic leadership. The first target audience is identified as Adams County parents with young children. The second target audience is Adams County business owners. A detailed analysis of each of these audiences is provided.

IV. Marketing Strategy

This section provides strategies for increasing civic engagement among our primary target audiences. Various marketing statements are included that aim to create a sense of civic responsibility and empowerment among residents. Strategies grounded in education and communication are also provided.

V. Tactics

This section provides a list of recommended marketing tactics, which include radio advertising, direct marketing, website development, and social media marketing. Ideas for how to employ these tactics and justification for their use is provided.

VI. Evaluation

This section provides a plan for evaluating the success of this marketing campaign. This includes a plan for measuring civic engagement and benchmarks that can be used to indicate success.

Situational Analysis

Adams County is comprised of about 20,000 residents across 645,000 square miles¹ of some of Wisconsin's most striking natural landscapes. Visitors are drawn to the area's prominent rock formations, lakes, premier golf resorts, and Wisconsin River adventures. For Adams County residents, the rural beauty, slower-paced lifestyle, and strong sense of community are many of the county's most beloved features. Yet, Adams County also faces significant challenges.

Out of Wisconsin's 72 counties, Adams ranked 68th for health outcomes in 2020², reflecting the county's persistent struggle to improve the health conditions of its residents. Adams county also faces low education rates, with 12.4 percent of the population having achieved a bachelor's degree or higher, the second lowest percentage in the state³. There is also concern about Adams County's aging population. Senior residents ages 65 and older made up 28 percent of the county's population in 2014-2018, which is 75 percent higher than the state average.³ The county has also expressed increasing concern over "brain drain," in which young and educated Adams County residents leave the area for other opportunities. While efforts are being made to address these problems through economic development⁴, it is vital that Adams County advance solutions that are guided by the creativity, ingenuity, and diversity of Adams County residents. In order to develop a progressive vision for the future, Adams County acknowledges that broad participation from county residents is vital.

Adams County has several outlets for residents to participate in local decision making. These include attending public meetings, serving on a committee or commission, joining a local association, and serving in an elected position at the county, city, or township level. However,

civic engagement in Adams County does not reflect the diversity of its residents. In particular, local politics struggle to draw participation from younger and female residents. Only 4 of 20 Adams County Supervisors are women and the large majority of county elected positions are occupied by older citizens⁵. Furthermore, our Adams County contacts expressed that many elected officials serve in their positions for multiple terms and that most Adams County seats are rarely contested. They expressed concern that the lack of political turnover has led to growing resistance to change and complacency with the status quo. Unwrapping the reasons behind these disparities will be an important part of building a more diverse and civically involved Adams County.

Disparities in Adams County political participation may stem from insufficient education and bureaucratic structures that make broad participation in local government challenging. These weaknesses were underscored by a former female Adams County board member, who expressed concern about Adams County's lack of political education. She said the county needs to do more to educate community members on the political processes and opportunities available to them. Furthermore, she said that newly elected officials need to be provided with more training and that committee meetings, which are typically scheduled during afternoon hours, need to be adjusted so that working parents and individuals are able to participate. Another barrier to civic participation could be the county's poor broadband access. Less than 68 percent of Adams county residents have access to high speed internet and over 25 percent of residents have no internet at all⁶. Social research indicates that broadband access increases civic engagement within rural communities by acting as a central source of communication and social connection⁷. If Adams County is to foster the diverse political participation that is needed to bring forth a vibrant future, these issues must be addressed.

Increased civic engagement in Adams County has potential to bring a host of benefits for both current and future residents. When citizens are engaged in local affairs, they gain a more comprehensive understanding of community issues while also building trust in local organizations and governance. Drawing from a diversity of local knowledge ultimately allows for more practical and effective solutions to be developed, giving way to positive community change⁸. Likewise, civic participation is correlated with a range of positive health outcomes, including positive social connections, improved psychological health, an increased sense of community pride, and a decreased risk for some diseases⁹. Boosting civic engagement in Adams County, whether it be through politics, volunteerism, activism, or other community-building activities, will help county residents live more connected and healthy lives. At the same time, it is an important step in developing effective solutions for Adams County's most urgent health, education, and economic needs.

A Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is a helpful tool for identifying the challenges Adams County may face when trying to boost civic engagement, as well as the strategies for achieving successful outcomes. The figure on the following page outlines the strengths and opportunities Adams County should use to encourage more diverse civic engagement alongside the weaknesses and threats that they should be mindful of while pursuing this endeavor.

SWOT Analysis for increasing civic engagement in Adams County

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> — Strong sense of community — Opportunities for individuals to make a big impact — Longstanding county, city, and township governments — Many residents have a long Adams County family history and strong Adams County identity 	<ul style="list-style-type: none"> — Minimal county education and communication about civic processes — Lack of training for elected officials — Low educational attainment — Disproportionate participation from male and older citizens — Meeting times make it difficult for working residents to participate 	<ul style="list-style-type: none"> — Websites provide affordable and accessible platforms for education — Social media channels provide opportunities to connect with young residents — Young families are looking to move to rural communities — Digital media provides opportunities for residents to provide feedback and ask questions — Trusted community members, such as business owners, education and healthcare workers, and long-standing residents, have the ability to influence beliefs and actions 	<ul style="list-style-type: none"> — Increased political polarization — Resident resistance to change — Poor broadband access — Resident lack of belief in their ability to influence change — Resident belief that they are not “political people” — Lack of resident motivation to engage with issues they are not directly impacted by

Marketing Goals

The primary and overarching goal of this marketing plan is to increase and diversify civic engagement among Adams County residents. We define civic engagement as resident participation in local decision-making processes. This report will be focusing on three main civic activities:

1. Serving as a local elected official
2. Attending public meetings
3. Serving on local boards and committees

In order to increase and diversify civic engagement in each of these three domains, it is important to establish specific goals that are time specific and measurable. Below are goals related to these three forms of civic engagement. Pursuing these goals will support our overarching mission to increase and diversify civic participation throughout Adams County.

Goal 1: Increase the number of women running for political office by 20% within the next election cycle.

Diversity is something that is extremely important when in a position of leadership because it is essential to hear ideas and opinions from other backgrounds in order to be a successful leader. Currently, Adams County elected officials are predominately male. Increasing female political participation will create a more diverse and effective local government. It is also important for women to get the representation they deserve within Adams County because their point of view is valued just as much as the male perspective, especially in a political position.

Goal 2: Increase the number of residents under the age of 55 who are serving on boards or committees, or in elected positions by 20% within the next election cycle.

Serving on boards, committees, or in elected positions are some of the most powerful ways residents can influence positive change in their communities. Age is an important factor to take into consideration when attempting to diversify the political participation in Adams County.

Adams County has a large retired population, making it important to represent the interests of this age group while also including younger generations because they are the future of Adams County. Another reason why including a younger generation in board and committee positions is because a younger voice could give another perspective and provide different insight that the older generation may not have proposed.

Goal 3: To increase average attendance at public meetings by 20% within the next year.

Attending public meetings allows one to give their opinions and guidance on how an issue or event should be handled, dealt with, or settled. It is important for residents of Adams County to attend these meetings because without sufficient attendance, the issues within the county will not be fixed or fully addressed and resolved. An increase in attendance is very necessary to be able to make any type of significant change in a rural community such as Adams County because of its low population density. However, residents tend to only show up for meetings that concern specific issues that are significant at the time, but not for general board meetings consistently. Another possible reason why people are not attending these meetings is because they are not aware of the meeting place, time, and issue being discussed. This marketing plan will provide suggestions for improving communication and education about these civic opportunities.

Target Audience

Our primary target audience consists of parents with children younger than 18, which makes up approximately 18.7% of the population³. We predict that audience attitudes from similar geographic, economic, and educational backgrounds may align with those of Adams County. We predict that our target audience will focus on cost and convenience, while prioritizing customs and family relations¹⁰. Consumers might also be likely to frequent convenience stores, allowing for smaller businesses to act as distribution lines for information. Due to Adams County's inconsistent broadband service, we predict that many audiences may rely on traditional modes of communication such as television and radio for information. Approximately 90.7% of Adams County workers drive to work, supporting the likelihood of audiences receiving information by radio³. This being said, rural parents are not devoid of digital devices, as around 75% of rural adults report using the internet daily¹¹. Specifically, social media has shown to be an effective parent-engagement tool in other rural school networks¹². Thus, we predict that many rural parents may utilize social media to interact with community members and close acquaintances.

We are targeting younger parents because they are currently underrepresented within community leadership positions despite being socially positioned to take leadership opportunities and act as trusted information sources to the community. Parents are likely to have established relationships with members of the same age group and community leaders in the educational department due to consistent interactions with the school district. Parents in leadership positions can act as ambassadors to the rest of the community, using word-of-mouth marketing to build trust in one-on-one relationships and encourage other parents to participate in community events¹³. Individual interactions can be further supported by framing

community engagement as a social norm, especially if our frames can capture values such as parental duty to children¹⁴.

Unfortunately, this market segment may be difficult to reach due to lack of expendable time and energy. Along with time spent on occupations, this segment is also tasked with managing households and raising children. Raising children is becoming an increasingly time-intensive task as parents emphasize extracurricular activities and other skill-building interactions¹⁵. Despite these complications, we believe this market segment is crucial to foster greater overall community engagement due to its social positioning and receptive potential. We also believe this group will provide a unique and current perspective of Adams County that initiates developments needed to draw in external audiences.

Our secondary target audience consists of small business owners. While small business owners may not make up a large percentage of Adams County residents, they are important due to their immediate connections with community members. We believe members of this market segment will be recognized members of the community, which helps create a sense of reliability as information sources¹⁶. We also predict that as business owners in rural areas, the market segment faces challenges such as lack of labor and connectivity¹⁶. Small rural business owners generally have difficulty finding experienced and long-lasting employees due to competition from exterior markets, and “brain drain” from within rural communities. Along with this, inconsistent broadband connection makes it difficult for businesses to find external markets for consumers and recruitment. Acknowledging these challenges might make this segment receptive to marketing messages that provide solutions. Frames that emphasize how community engagement can lead to labor force growth and increased connectivity can

incentivize business owners to participate as information distributors or potential community leaders.

Both of these markets are valuable due to their social positioning. Small business owners can provide communities with reliable information and opportunities as younger parents facilitate community engagement. Together, these market segments can spur development in necessary areas, helping to create a more suitable environment for audiences both inside and outside of the county.

Marketing Strategy

Positioning Statement

Adams County leadership is primarily composed of older, white males so these are the driving voices in community decisions. However, studies have found when community leadership actively collaborates with youth and young adults in community building practices, such as county decision making and developing community programs, shared values are established among the group which strengthens community cohesion and results in greater county success¹⁷. While there is an abundance of evidence illustrating the importance of younger generation engagement, there is still a disconnect between realizing the value of diverse political input and motivation of younger generations to get involved in local leadership.

Our political contacts in Adams County have enthusiastically outlined the untapped opportunities available for residents. Repositioning the county's political environment is a

multipart initiative addressing the commitment of being politically engaged and illuminating the influence younger generations can have in the future of Adams County.

Proposed positioning statements include “Your vision. Our future.” and “Weave your voice into the fabrics of what make Adams County strong”. These both aim to articulate the potential influence our target audience can have on Adams County executive initiatives. For purposes of our project, political engagement encompasses everything from running for leadership positions to attending a county meeting or volunteering in the community. While some of our target audience may feel they are not politically informed enough to be volunteering on boards or committees, our statements strive to encourage entering the political landscape with actions as simple as contributing to leadership conversation. The statements aim to reposition their current view of their perspectives being neglected by leadership to a new view which emphasizes their voices can be heard and they do have a unique opportunity to directly integrate their insights into the core of Adams County.

Addressing the unique opportunity Adams County residents have to make their voice heard through statements such as “Your Vision, Our Future” capitalize on resident pride for strong community ties. Through acknowledging how their current experience in the county has enabled them to develop strong visions for future enhancements, they are guided to make their vision heard even if they do not identify as a person who is traditionally ‘into politics’. Eliminating the perception that someone has to be invested in community politics to make an impact on the county is crucial for motivating resident engagement in sharing their invaluable perspectives gained from living in Adams County. Our positioning statements aim to emphasize this idea that all residents, regardless of their political interests or identities can make meaningful contributions to the county.

Message Strategies

To best capture the attention of our target audience and motivate political engagement, we suggest using affective message strategies and competitive differentiation frames which will highlight how Adams County provides unique opportunities compared to surrounding counties.

Affective marketing strategies work through evoking emotion and aligning those feelings with perception of the messages. For the campaign, this includes using positive tone and imagery when delivering messages to help foster positive connotations between the residents and getting involved in Adams County. A main problem we discovered was the lack of education and awareness of involvement opportunities for residents, so a primary strategy will be implementing education programs and opportunities for helping residents realize their potential for contribution and how their vision can shape the county.

Adams County residents have a lack of education and access to civic resources. Enabling residents to easily get involved and informed will be an essential strategy for improving their participation. In a recent Governor's report on Rural Prosperity¹⁸, leaders of rural Wisconsin communities had suggested development of "rural economic development programs" which would work towards informing residents on how cohesive action as a county can help sustain small business success and lead to progression of county development. The report cites successful rural-specific education efforts in North Carolina, Arizona, and New York being conducive to rural community development and economic success. For Adams County, implementation of education programs informing residents on where they can get county leadership information and how they can contribute their vision to decision making conversations would both reduce potential barriers to resident engagement and foster stronger ties between local leadership and Adams County residents.

In addition to educating residents on their participation influence on county economics, it is critical to inform them on their influence in issues such as schooling, outdoor recreation, and other activities which directly impact their experience as a Adams County resident. A report on rural resident relationships with their leadership explained they have close ties with local leadership and are usually informed about decisions when talking at local shops and gas stations¹⁸. This leads to a secondary strategy of implementing education centers or equipping small business owners with education materials to share with interested residents. When trusted peers are able to share information on the decisions being made in the county, social pressure may create further resident interest to engage with politics as well.

Education on involvement will still remain centered around emotional appeal to restore positive perception of the county potential for future generations while framing Adams County as unique in the amount of value their residents' voices contribute to local leadership discussion. Rural counties have a unique opportunity to involve most residents in political decisions as they all have rich experience in the county and with county legislation. Their perspectives are invaluable contributions when analyzing next steps for the county. Through education of how they can proceed with getting information on Adams County leadership and contributing to conversation, residents will begin to comprehend their power to use their vision to shape the future of Adams County.



Your Vision, Our Future encompasses the goal to resonate with resident pride for and passion to grow Adams County success for future generations. Our creative piece synthesizes our statement with residents holding up Adams County. This imagery intentionally acknowledges resident's strong potential to elevate Adams county to new heights for future generations. The piece uses personal elements to display how residents carry the county through to success and shape the development of all components - academic, economic, and political. Through using hands, it connects to personal investment in something for the greater good which will play on resident emotions for helping their neighbors and being a close-knit community.

Additionally, the background incorporates tree imagery which connects to the county's abundance of opportunities for outdoor solitude and adventure. This was a pride point of our Adams County contacts, so it was an important element to include when creating an image that would resonate with county residents. The tree imagery extends beyond literal representation to a story of growth and renewal. When one wants nature to prosper and grow they must give it adequate care and consideration, much like the action we are hoping to inspire residents to take to help grow Adams County for future generations. Even though they may not immediately gain from disrupting routine community politics, if they begin cultivating the county they envision for their children now, it may be prosperous for them in the future.

Finally, colors were intentionally selected to inspire certain emotions within the audience. Blue often connects with feelings of peace, trust, and loyalty which are all strong elements of Adams County residents pride for the area. Additionally, the orange/yellow colors elicit a sense of warmth, optimism, and welcoming which is essential for connecting participating in politics with a positive perception. If residents felt unwelcome on a ballot or at a

county meeting, they would likely not attend. Through incorporating peaceful and empowering colors the ad helps empower residents to proceed with becoming politically engaged.

Tactics

Increasing and diversifying civic participation from Adams County residents will require the use of tactics that reach all county residents, including those who may have poor broadband access. Given that many Adams County residents do not have strong internet connectivity, traditional marketing tactics including radio and direct marketing are critical. However, digital media has become a vital form of communication that should not be overlooked. The internet provides a quick, economical, and effective way to educate and inform the broad public about civic processes and opportunities. Considering that our target market consists of younger residents who are likely digitally connected, using websites and social media platforms will be an important tactic to employ. Below is an outline of how each of these tactics can be utilized to inform and educate Adams County residents about civic processes, as well as motivate them to increase their civic participation.

Tactic 1: Website Development

Adams County currently has a website¹⁹ that includes a list of county board appointments and rules, but little information regarding the process for getting involved. There is no educational content concerning the county's political structure or function, and it is very difficult to find information regarding local civic opportunities. We advise that Adams County develop a website that functions as a "civic hub," through which residents can be informed of

upcoming civic opportunities, learn about civic processes, and access resources for connecting with their community leaders. Developing a website in which civic information is easily accessible will be an important way to encourage new and diverse participation in local affairs.

Tactic 2: Social Media

Adams County currently has several social media pages, including the Be Healthy Adams County Facebook page²⁰, the Adams County Public Health Facebook page²¹, the Adams County Chamber of Commerce and Tourism Facebook page²², and the Adams County Twitter page²³. All of these accounts could be utilized to share civic information in a way that both informs and inspires residents to participate. In addition to utilizing existing accounts, we also suggest creating Facebook, Instagram, and Twitter accounts that are devoted to sharing information about local affairs and events.

Tactic 3: Direct Marketing

Communication research indicates that people are much more likely to accept and act upon information when it is shared by people they trust.²⁴ Considering this, it is important to utilize trusted sources when disseminating civic information in Adams County. Trusted members of the community may include local business owners, health care workers, educators, and long-standing residents. Partnering with these community influencers could be one of the most powerful ways to influence the civic understandings and actions of community members. Tactics could include creating educational flyers and pamphlets for distribution at local establishments, as well as visually appealing posters that encourage residents to take civic action.

Tactic 4: Radio

For most Adams County residents, driving long distances is a regular part of life. Even simple tasks, such as going to the bank, the gas station, or the grocery store, can require that residents spend significant amounts of time in their cars. Given this, radio marketing could be an effective way to communicate civic opportunities and encourage resident participation. Public service announcements concerning upcoming public meetings, election information, and other civic opportunities would be a simple, yet effective way to inform residents about the ways they can participate in civic affairs. Messages that emphasize the importance of civic engagement and that encourage citizens to advocate for Adams County's future may also inspire participation from community members who have not previously served in local leadership positions.

Evaluation

The marketing goal to increase and diversify civic engagement among Adams County residents can be measured through analyzing political office candidacy, public leadership position demographics, and attendance at public meetings.

As referenced in our subgoals, our campaign is primarily focused on increasing measurable diversification and participation in county decisions. To best measure diversity on the board, it would be ideal to observe the number of women running for county political office within the next election cycle after collateral release. Ideally the amount of women would increase by 20% in order to contribute fresh perspective to the predominantly male county leadership.

Expanding from board diversity to local elected positions, ideally the turnover of seats would increase by 20% within the local election cycle following material release. Turnover at the local level would be invaluable to contribute nuanced ideas gathered from the resident perspective rather than seasoned board members. We recognize being elected for the board takes community buy in to the idea of diversification, so our measurements will aim to look at intentional participation by women and new locals as this is a signal of wanting to engage with the local community decisions.

In order to best collect information on election representation, data from previous years could be gathered and analyzed to assess the amount of women and new individuals running for county or local leadership positions. Once past metrics are obtained, the goal for increased participation would be measurable and more concrete in terms of how many individuals it would take to reach the goal. As previously mentioned, the goal will be measured based on how many women or new local leadership candidates are on the ballot as this indicates newfound confidence and motivation to participate in local decision making.

The final measurement looks at average attendance at public meetings. The goal is to increase attendance and engagement by 20% within the next year. This data can be obtained through looking at attendance records from town hall meetings in the last five years in addition to virtual town hall's this past year. The goal is measured in actual attendance rather than intention as local participation in meetings and decisions is a personal choice not dependent on peer support or election. The goal will be measured through collecting attendance records throughout the year following collateral release and observing if the attendance has increased by 20% compared to previous years.

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