HARRISONBURG REDEVELOPMENT & HOUSING AUTHORITY

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"HELPING HANDS IN HARRISONBURG"

KMTK
PR

Contents

KMTK PR proposes this campaign in hopes that the Harrisonburg Redevelopment & Housing Authority (HRHA) will be able to better understand and improve on their perception in the Harrisonburg community. KMTK PR strategically designed this plan to understand, evaluate and build trustworthy and beneficial connections within the community. Through improving on the social media, website, communication skills and relationships we believe that HRHA will be able to reemerge in the Harrisonburg community as a positive contribution to society.

Key publics to HRHA include landlords, community members (of all income levels) and city politicians. The key publics were chosen based on their relevance to HRHA and influence over HRHA decisions. The main communication goal is to foster an understanding and appreciation of affordable housing and the low-income families in need of assistance among members of the Harrisonburg community.

Strategies and tactics that KMTK PR has created, to improve on HRHA's perception in the community, include tactics like creating inclusive and informational events and brochures and implementing a consistent and engaging social media plan. Through our research and suggested tactics to implement, we believe that HRHA will build a more positive relationship in the Harrisonburg community.

Company Background

History and Governance

HRHA was founded on November 29, 1955 in response to the Title 36 of the Code of Virginia. Qualified voters within Harrisonburg held an election on November 8, 1955, which resulted in the agreeance for the activation of a redevelopment and housing authority in Harrisonburg. HRHA is governed by a Board of Commissioners including five members. HRHA has a 21 person staff headed by Executive Director, Michael Wong.

Mission and Philosophy

The Board of Commissioners adopted HRHA's mission "to promote adequate and affordable housing economic opportunity and a suitable living environment free from discrimination; and to foster redevelopment of blighted areas to ensure the economic, social and housing vitality of the Harrisonburg community." Additionally, HRHA works "to treat all individuals with respect and dignity, to base all decisions on rational and provable data and to operate with efficiency in the delivery of all services" (Harrisonburg, 2019).

Products and Services

HRHA currently provides assistance to 1,100 families in Harrisonburg (Childress, 2019). HRHA provides housing, finance and redevelopment programs, as well as grants and vouchers for its tenants.

Organizational Communication Effort Details

HRHA currently does not have any active social media platforms, such as Instagram, Twitter or Facebook. Their print marketing material such as brochures or flyers, are also outdated. HRHA's primary channel of communication is through their website, http://www.harrisonburgrha.com/. However, the information displayed is outdated. To fix this issue, HRHA recently hired a firm to update the content and user functionality; redesign and provide overhaul of the website (Wong, 2019). Another primary form of communication with the public is through WHSV- TV 3, the local news ABC affiliate serving the Shenandoah Valley of Virginia. Through WHSV, Michael Wong communicates the status and relevant information regarding HRHA programs and outreach.

Industry & Market Analysis

HRHA belongs to the affordable housing industry, which is a subsection of the larger nonprofit industry. The main purpose of the affordable housing industry is to provide transitional and assisted housing for low-income individuals and families; temporary residential housing for homeless, runaway youths, families in medical crises; short-term emergency shelter for victims of domestic violence, sexual assault or child abuse; and repair of homes for disabled or elderly homeowners (Curran, 2018)."Demand for rental assistance for low-income individuals and families has grown rapidly in the past decade and now accounts for nearly 80.0 percent of the total HUD budget," (Curran, 2018). The three major programs that HUD provides rental assistance for are Tenant-Based Rental Assistance, Public Housing and Project-Based Rental Assistance, which serve around 4.5 million households in the United States (Curran, 2018).

As for the affordable housing industry in general, homelessness in the United States has remained mostly unchanged, but there has been a continuous decline in family and veteran homelessness (Sullivan, 2018). Unemployment and poverty rates in the United States are expected to continue declining, which would lead to more Americans finding permanent housing (Curran, 2018). Since 2010, there has been a 29 percent decrease in homelessness of families with children and, veteran homelessness in particular, has decreased by nearly 50 percent (Sullivan, 2018). Although there has been a decrease in family and veteran homelessness, chronic homelessness among people with disabilities has increased by 2.2 percent since 2017 (Sullivan, 2018). However, the percent of chronic homelessness among people with disabilities is still 16.4 percent, lower than what was reported in 2010, which is due to the creation of more permanent housing available for these individuals (Sullivan, 2018).

Executive director of the U.S. Interagency Council on Homelessness, Matthew Doherty, said the lack of affordable housing is the biggest obstacle in the fight to end homelessness (Sullivan, 2018). "Federal funding for social services is predicted to fall over the next five years", and as a result, it is projected that industry revenue will decrease at a rate of 0.3 percent annually (Curran, 2018).

Industry Leaders/Competition/Company Status

Public housing authority leaders include the New York City Housing Authority (NYCHA), Puerto Rico Public Housing Administration (PRPHA), Chicago Housing Authority (CHA), Philadelphia Housing Authority (PHA) and Housing Authority of Baltimore City (HABC) (Kimura, 2010). These top public housing authorities were determined based on the number of public housing units they each provide with NYCHA providing 180,263 units, PRPHA providing 55,840 units, CHA providing 26,333 units, PHA providing 16,813 and HABC providing 12,591 units (Kimura, 2010). NYCHA, the top housing authority in the United States, has a great social media presence and user-friendly, visually appealing website. CHA has an

active social media presence and good website, and they go a step further in their public relations methods by including a section of their website dedicated to telling the stories of what it calls "CHAngemakers" (The Chicago Housing Authority, 2019). "CHAngemakers" are people who have been positively impacted by what CHA has to offer, such as scholarships and job fair events (The Chicago Housing Authority, 2019).

Although HRHA does not have any direct competition, in regard to other housing authorities in the Harrisonburg area, competition for funding is something that can be considered for the organization. HRHA can learn from the social media practices of leaders in the industry, as well as website design and programs that can be offered to tenants. The issue we are primarily trying to solve is HRHA's negative perception in the eyes of community members and, with the help of enhanced social media and programs similar to the ones offered by the top housing authorities above, HRHA could tackle that problem head on.

Public Environment

Although HRHA is a government-run organization, it relies heavily on residential support to continue the affordable housing for low-income individuals and families. Facebook was the only active form of social media found that was related to HRHA. HRHA's Facebook has a total of six likes and six posts from residents of the program with their most recent post from 2016. Due to the lack of social media and low statistics on the Facebook page, HRHA has minimal engagement with the community through social media.

HRHA, being a relatively small organization in Harrisonburg, Va. with minimal social media, is not widely known in the community. As a general consensus of affordable housing programs in the United States, community members tend to adopt a "Not In My Backyard" (NIMBY) mentality toward these programs for low-income citizens. This NIMBY notion is partially held because of negative concerns around concentrating low-income residents in one area (Scally, 2013). Affordable housing developments are often understood as an assault on the community's assets because the belief it decreases the equity and value of the land over time and the expectation that low-income residents require more public services, have more children, pay fewer taxes, etcetera (Scally, 2013). The Harrisonburg residents who tend to oppose HRHA's housing program for low-income families have the perception that these issues will directly affect their property and safety in the area.

With very little media coverage on HRHA, much of the affordable housing perceptions are based off national perceptions and opinions of the client. Affordable housing is often associated with poverty and criminal activity, so the social construction of the affordable housing program sheds a negative light on the programs across the nation. In Harrisonburg, more specifically, the residents and Harrisonburg City Council members are supportive of affordable housing and HRHA but are opposed to the expansion of HRHA's facilities in one neighborhood which could lead to the oversaturation of affordable housing, as HRHA proposed in 2018 (Hall, 2018)

SWOT Analysis

Strengths	Weaknesses
• There is a strong need for HRHA's services in the community. • The staff is motivated and eager to improve current communication channels and open to support from the community. • HRHA provides programs and services to a large portion of citizens seeking assistance within the Harrisonburg community.	• HRHA has minimal staff, social media and support from local community. • HRHA has poor quality and outdated web content and design. • HRHA's attempts to create awareness of homelessness in the community are minimal. • HRHA can only benefit citizens in the Harrisonburg community.
Opportunities	**Threats**
• There are no similar organizations in the city. • Many organizations support the mission of HRHA. • HRHA has hired a web content designer to update the content and design of their website. • Harrisonburg City Council is willing to continue debating grants and assistance requested by the organization. • There are public housing leaders such as CHA and PHA that HRHA can use to remodel their organization.	• Residents in the city are against the works of the organizations and do not support the homeless being in their backyards. • Landlords in Harrisonburg do not want to partner with the organization. • Widespread negative perceptions of low-income families and affordable housing developments.

Introduction

HRHA is a part of the affordable housing industry in the United States. The services are targeted at individuals below the poverty line and the goal of HRHA is to be able to expand further in the Harrisonburg community. An obstacle, to the expansion of HRHA in the community, includes the negative perceptions and backlash against HRHA.

KMTK PR conducted primary research in the Harrisonburg community with the intention to understand the negative perceptions about HRHA and how to better improve on HRHA's communication, perception and social media presence in the Harrisonburg community. With our research, we hope that HRHA will be able to further understand these community perceptions and how to better tackle them with our suggested tactics.

Research questions

Before conducting the eight interviews, KMTK PR identified and created two research questions that aimed to capture the perspectives toward HRHA in the Harrisonburg community.

1. What are the overall perceptions [from Harrisonburg community members, landlords and city council members] about the participants of and services offered by the Harrisonburg Redevelopment & Housing Authority?
2. How can the Harrisonburg Redevelopment & Housing Authority best communicate with the local community, city officials and landlords?

Methodology

Participants

Eight participants from the Harrisonburg community were interviewed in a two week timespan. The participants included: two Harrisonburg city officials, four Harrisonburg residents, a homeowner's association member in the Northeast Neighborhood and an owner of a business near the HRHA developments in downtown Harrisonburg.

Procedures

Participants were reached through word-of-mouth, emails, phone calls and flyers. KMTK PR researched potential demographics relevant to the study and reached out to landlords, business owners, city officials and homeowner associations through email. After a few responses to the email, KMTK PR scouted downtown near the affected locations and successfully

scheduled interviews with residents and a business owner. Interviews lasted approximately 30 minutes with 4-6 questions regarding the neighboring public housing community and HRHA. Interviews took place at the convenience of the interviewee so at their workplaces, the Student Success Center, McAlister's Deli and the Mennonite Church. Interviews were scheduled and conducted in between Monday, March 11 and Wednesday, March 20.

Measurements

Each interview consisted of one interviewee and two interviewers. Participants were asked a series of questions by the selected facilitator of the specific interview. The research team consisted of four members: Megan Shaw, Kaitlyn Farrell, Kelly Fresco and Teressa Gregory. Each interview also had a researcher recording the information on a voice recorder and taking notes on a Google document with key information and quotes. Questions included, "What are your thoughts about the affordable housing industry in Harrisonburg," "How can we better address some of the NIMBY issues?," etcetera.

Results

After analyzing the results of our primary research, KMTK PR found four main themes that repeatedly came up throughout our interviews. These themes were found from a qualitative analysis of eight individual interviews, each conducted by members of the KMTK PR team.

The first theme is the racial issue that presents itself when it comes to affordable housing. This theme falls under our first research question, which is "What are the overall perceptions [from Harrisonburg community members, landlords and city council members] about the participants of and services offered by the Harrisonburg Redevelopment & Housing Authority"? Several of our interviewees brought this topic up during our interviews and explained how racism still occurs in our community. One interviewee in particular stated that, "People aren't really aware that what they're proposing is just categorical racism but it definitely doesn't change the fact that it is, and it just kind of continues to operate and do damage and… become a self-fulfilling prophecy for the black community." That was the response to our question about whether or not there are things, such as drug testing, that should be added to the application process to be eligible to become a HRHA tenant. The participant implied that it was ridiculous that community members in Harrisonburg feel the need to have a stricter application process because of racist ideas. In response to the same question, another interviewee spoke of the systematic discriminatory idea that blacks can only live in certain areas of Harrisonburg, such as the Northeast Neighborhood, and explained that the homes provided to these individuals don't even truly belong to them with all of the surveillance that HRHA has in place.

The second theme we came across was the perception of the depreciation of the value of homes in neighboring areas of affordable housing in Harrisonburg, which also falls under our first research question. HRHA tends to concentrate their public housing units in the East Gay Street and North East neighborhood areas because that is where the poorer population of Harrisonburg lives, and because a lot of people seem to be under the impression that expanding affordable housing into other areas of Harrisonburg will depreciate the value of houses in other neighborhoods. That has led to the oversaturation of the low-income housing in the Northeast

neighborhood of Harrisonburg, which is another issue that falls under this theme. One interviewee said that when it comes to the distribution of affordable housing in Harrisonburg, "there's some kind of a balance that I think we're kind of on the wrong side of the scale currently."

Additionally, we found that the majority of the people that we interviewed believe that HRHA should make use of additional resources and outlets to aid the residents that they house in various areas, such as getting out of their current financial situations. This theme falls under our first research questions. Multiple interviewees brought up the need for programs such as access to rehabilitation and financial help programs that could potentially help residents of HRHA housing break the cycle of poverty that they live in. It was mentioned by multiple interviewees that HRHA, and Wong specifically, put a lot of work into providing adequate housing for their tenants, but that is not enough when it comes to running a successful housing authority.

The final main theme that we found throughout our primary research was that community outreach is a substantial roadblock for HRHA, which applies to our second research question, "How can the Harrisonburg Redevelopment & Housing Authority best communicate with the local community, city officials and landlords"? One interviewee in particular suggested that HRHA should "redirect its energy" on providing more community outreach so that community members and HRHA tenants stay informed about services and programs available to them. Another interviewee mentioned that it could be beneficial for HRHA to partner with other organizations in Harrisonburg, such as the city council, to get better community outreach and to show the affordable housing in town as the community effort that it truly is.

Since only eight individuals were interviewed by KMTK PR, we cannot conclude that these results apply to every individual in the Harrisonburg area. However, due to the research conducted, main issues were brought to light that will help us to formulate a campaign to help HRHA address issues regarding their perception in the Harrisonburg area.

Problem Statement

Harrisonburg Redevelopment and Housing Authority needs to fix the negative misconceptions toward affordable housing and of its tenants to fulfill its mission to promote affordable housing and economic opportunity for low income families.

Key Publics

Key publics to HRHA include landlords, community members (of all income levels) and city politicians. The key publics were chosen based on their relevance to HRHA and influence over HRHA decisions.

Landlords

Landlords are the first chosen key public for HRHA. Landlords who participate in programs like HRHA are generally categorized in the low to moderate-income economic status (Gardboden, et. al, 2018). Historically, landlords have been seen as "profit-maximizers", indicating landlords are a self-motivated/ financially-driven demographic (Garboden, et. al, 2018).

Landlords are similar to community members in that they can be reached by news articles and social media. A study done by HUD found that landlord attitudes about tenants were the least important reason that landlords decided not to participate in housing low-income individuals, and it was suggested by Public Housing Authority staff that "these attitudes were driven by a collection of misperceptions about the program along with enduring stereotypes and past adverse experiences with tenants" (Elgin et al, 2018). To encourage landlord participation, we suggest that HRHA reach out to landlords through in-person interactions, influential speakers and social media.

Community Members

Community members of all income levels are part of the key publics to HRHA. NIMBY is an ongoing concern and problem from those of a wealthier status (Wong, 2018). There is a continuous negative stigma wrapped around the underprivileged like "convicts", "lazy", "drug lords", etcetera that provides a barrier to advancing HRHA and increasing discrimination against program participants (Wong, 2018). Previous research indicates there is a consistent segregation in the real estate markets and negative associations with public housing units (Krysan, Faley, & Couper, 2008). Middle to upper-class individuals are characterized as having at least a Bachelor's degree and being close to or in the top quintile household income range (Reeves, Joo, 2017), indicating this demographic is well-educated.

The community members surrounding the affordable housing industry are reached mainly through social media sites and local news articles. Because of the NIMBY mentality, social media is the best way to change the perceptions of the citizens. Facebook would be the most effective form of social media because it is the most widely used platform across the nation, with Instagram closely behind. Community members, who have a negative perception of affordable housing, will be best influenced by Facebook, as 166.14 million Americans utilize this platform daily (Statista, 2018).

Government Officials

Harrisonburg politicians also factor as limiters to HRHA because the majority are not in favor of the advancement of programs like HRHA. During a city council meeting on 10/23/2018, the Harrisonburg city council voted 4-0 against a public housing grant application (WHSV, 2018).

City politicians are best reached through media coverage related to governmental relations. According to a Media Coverage of City Governments (Pew Research, July 29, 2010), newspapers are the primary outlet to find day-to-day government updates. Twenty seven percent of coverage in newspapers are connected to the government, particularly the city government. More recently, politicians have shown an increased interactive rate on social media sites like Twitter. The @POTUS Twitter account was created in 2015 and allowed the President of the United States to interact with followers (Anderson, May 19, 2015). Many Republicans and Democrats follow politicians on Twitter because of the reliability and connectivity factors (Anderson, May 19, 2015).

Communication Goal

Foster an understanding and appreciation of affordable housing and the low-income families in need of assistance among members of the Harrisonburg community.

Key Messages

Primary Message 1: Together we can make Harrisonburg a truly "Friendly City" starting by supporting EVERY family, which means supporting affordable housing!

> **Secondary Message:** The Not In My Backyard phenomenon held by neighborhood residents is discriminative, exclusionary and is one of the top regulatory barriers to affordable housing (CHCH survey, 2001).
> **Secondary Message:** Objecting housing proposals rooted in discrimination violates human rights legislation (ACT, 2009).
> **Secondary Message:** Supporting affordable housing means creating stability, security, hope for income families and renewal, vitality and vision for the entire community (Habitat for Humanity, 2019)

Primary Message 2: A strong community comes from the residents within - landlords can help the community AND get paid by assisting affordable housing.

> **Secondary Message:** Landlords still screen the Section 8 resident like any other prospective tenant and still help to decrease the number of homeless in Harrisonburg (HUD, 2019).
> **Secondary Message:** By participating, landlords are guaranteed monthly income and the payment is guaranteed from the federal government to be paid at the beginning of the month (iPropertyManagement, 2019).
> **Secondary Message:** Decrease the rising homelessness issue in Harrisonburg after rising 17 percent from 1236 people in 2017 to 149 in 2018 (Powell, 2018).

Primary Message 3: Knowledge is power - learn more about how affordable housing is saving Harrisonburg residents.

> **Secondary Message:** Over 60 percent of Harrisonburg residents are in or below poverty (Daily News Record, 2018).

Secondary Message: Education is known to help people have better economic stability and longer, healthier and happier lives (HASTAC, 2016).
Secondary Message: "You know that's how generational poverty exists and why it continues. And then you have all these people that are like you know they pull themselves up by the bootstraps but they can't. And so it just becomes a self-fulfilling prophecy and then just because of the history" (Participant 3).

Objectives, Strategies and Tactics

Objective 1: Create awareness and understanding of the benefits of affordable housing from 65 percent to 80 percent of Harrisonburg community members within the next six months.

Strategy 1: Teach Harrisonburg community members through *educational workshops* that affordable housing is critical for the entire Harrisonburg community especially low-income families.

Key public reached by strategy: Residents of Harrisonburg, VA ages 18 to 65 (of all income levels).

Tactics:

- HRHA presentation at Harrisonburg high school middle school/elementary school during "Back-to-School night".

  An informational powerpoint presentation at a school in the Harrisonburg district, that's affected by HRHA zoning, would be beneficial to raise awareness and provide accurate information about HRHA. Parents are a demographic that seem to have concern and take control over situations that affect their children, so this would be a simple way to inform them to make educated opinions about HRHA.

- Ice cream social for HRHA to create awareness and answer questions about HRHA.

  Who could resist free ice cream?! An ice cream social is a great way to break the tension between community members and HRHA. In a relaxed setting, HRHA members and Harrisonburg community members would be able to interact and have educated discussions about the services HRHA provides. This is also a great time to answer questions and misconceptions that may arise about HRHA.

Strategy 2: Convince residents of Harrisonburg through *educational materials* that their support of increasing affordable housing in Harrisonburg plays a significant role on the lives of low-income families in the Harrisonburg community.

Key public reached by strategy: Middle to high-income residents of Harrisonburg, VA ages 25 to 65.

Tactics:

- Monthly online blogs from HRHA to community members about recent/upcoming HRHA events.

  Consistent and up-to-date online blog posts would be a great form of communication to inform community members and city hall officials about HRHA efforts. Online blog posts on the website are also a cheap way to provide quick and easy-to-access information.

- Brochures handed out with more info about HRHA at "Back-to-School night" presentation to parents.

  Brochures, at a back-to-school night, at schools in the affected districts would be a great route of information to parents on-the-go or who want to learn more information about these complexes near their homes and in their district.

- Handouts in downtown restaurants, in the library, or Agora Market.

  Creating informational handouts about affordable housing in Harrisonburg to place in the nearby businesses would be a cheaper and more effective way to educate people on the industry. Information would include the benefits of HRHA, services HRHA provides and how people can help donate or provide support for HRHA.

- Facebook and Instagram informational posts about HRHA.

  Creative and engaging Facebook and Instagram posts would be an effective way to inform community members about HRHA. Research has found that most people use social media as a means to access information, so providing information on these platforms could be beneficial. For example, a post with a photograph of a HRHA family and caption about why they appreciate and need HRHA would be an effective way to communicate about current events in HRHA.

- PSA on WHSV and local radio station.

  People generally listen to the radio or watch the news before or after a work day, so creating and inserting a PSA on WHSV or a local radio station would reach a different demographic that may not essentially have social media platforms.

Strategy 3: Engage the entire Harrisonburg community through hosting key speakers who are advocates for affordable housing to share with the community the benefits it provides to the community as a whole.

Key public reached by strategy: Key public reached by strategy: Residents of Harrisonburg, VA ages 18 to 65 (of all income levels).

Tactics:

- Philanthropy event at Pale Fire Brewery with key speakers.

  KMTK PR will host a philanthropy event at Pale Fire Brewery with key speakers to promote HRHA. All income levels of Harrisonburg residents are invited to attend to hear the benefits of HRHA and to raise money for families in need in the surrounding Harrisonburg community. KMTK PR will reach the community members by an initial email with the invitation, followed by a flyer and subsequent social media posts promoting the event.

- Host a big speaker event/ conference for any members to participate that included multiple speakers and families who come and speak - ask all of the community groups downtown to support.

  KMTK PR will host a speaker conference in downtown Harrisonburg at Pale Fire Brewing that members of all ages in Harrisonburg can come to participate and interact with. Inspirational speakers in the community, affected families and supporters of HRHA can speak on behalf of the benefits of HRHA. KMTK PR will partner with local Harrisonburg businesses such as Habitat for Humanity, Friendly Co-Op, Young Friends of Downtown, Rotary/Lions club and more.

Objective 2: To generate a positive feeling toward affordable housing to 80 percent of Harrisonburg community members in the next six months.

Strategy 1: Enhance inclusion and acceptance amongst the entire Harrisonburg population through storytelling of HRHA's tenants lives on social media platforms to show individuals of all incomes that everyone has a story.

Key public reached by strategy: The key publics reached by this strategy include all residents of Harrisonburg, VA. Regardless of age, gender, race, religion, income level, etc.

Tactics:

- Tasty-like video of affordable/cheap meals being made with a HRHA hashtag to indirectly market to Harrisonburg residents.

  KMTK PR will produce a short TASTY-like video titled "Affordable Eats" that explains how to make cheap, affordable meals with ingredients found at Walmart and local stores. The videos will feature specific prices of each ingredient and the directions on how to make the meal. The hashtag #affordableeats will be proudly displayed under each meal preparation video.

- #HumansofHRHA social media campaign on the Instagram, Facebook and the online blog to promote the stories of residents.

  KMTK PR will post background and stories of HRHA residents to social media (i.e. Facebook, Instagram, blog posts) to share how each resident has been impacted by HRHA. This blog will be shared with all income levels in Harrisonburg so that the surrounding community members will understand the full breadth of what HRHA does. The stories featured on social media posts will create understanding of all of the different walks of life that Harrisonburg has to offer.

- Host a talent show involving the HRHA children to promote positive extracurricular activities with families involved in the program.

  KMTK PR will host a talent show that children in the HRHA program will be able to participate in. The event will be hosted at the HRHA headquarters and will promote positive attitudes with the Harrisonburg surrounding communities as well as help the participants with self-confidence. The winner will receive a $25 gift card to Olive Garden.

Strategy 2: Enhance inclusion and acceptance amongst the entire Harrisonburg population through events that promote diversity in the community.

The key public includes all residents of Harrisonburg, VA (all ages, gender, race, religion, income levels, etc). It is necessary to bring the entire community together to strengthen the bond within the community and give one another a better understanding of who they are and their individual stories.

Tactics:

- Harrisonburg community inclusion workshop with Dr. Derek Greenfield.

  To combat NIMBY issues and unite the entire Harrisonburg community as one working together, it is important to show the community how similar they are, regardless of their current income status. Dr. Greenfield, who is a speaker that travels around the world delivering a workshop on inclusive excellence and positive change on diversity and inclusion, could make an incredible impact by emphasizing this message to the community.

- "TED Talk" by an HRHA resident at Turner Pavilion & Park at a community cookout.

  TED Talks are spreading globally- speeches and panels of influential speakers are being delivered on a multitude of topics, from business to social injustice. Having HRHA tenants speak on the hardships and struggles that they've experiences throughout their life as well as how affordable housing has helped them, it would create a sense of understanding and acceptance amongst the community. Hosting the "Ted Talks" with free food at a cookout would provide incentive for community attendance!

Strategy 3: Create rapport amongst the entire Harrisonburg community through philanthropic opportunities and strategic planning events to enhance the relationship between residents, community members and landlords.

The key publics reached by this strategy include all residents of Harrisonburg, VA. Regardless of age, gender, race, religion, income level, etc., it is crucial to the overall function of the city of Harrisonburg as a whole for all community members to contribute. Frequent involvement within the community will impact the relationship of members of Harrisonburg.

Tactics:

- Include a required number of philanthropic hours that tenants must meet bi-annually.

  Requiring tenants to participate in community service opportunities for 15 hours in a 6 month time period would allow tenants to give back to Harrisonburg and show that they are productive members of society!

- HRHA should include the ability for community members to "Adopt a Family".

  Allowing the opportunity for a middle to high income family to assist a family that HRHA provides affordable housing would help strengthen the bond between all community members! There are plenty of people seeking to provide help to those who could use it. HRHA would handout flyers to local churches the first sunday of each month!

- Host a career fair for community members and residents to show the opportunities in the Harrisonburg area.

  The career fair would be hosted in HRHA's building downtown. Businesses within the Harrisonburg community would be invited to come and recruit for their organizations, as well as all community members seeking a job. This would allow tenants the opportunity to talk with the various organizations seeking employees and to possibly land a job!

- Host a Color Run 5k for the Harrisonburg community.

  The Color Run is a well known 5k that is fun for everyone! Runners would wear white and be doused in color at each kilometer! This would bring the community together for a fun event and with a shared goals to enhance the Friendly City and promote HRHA's desire to help the community! HRHA would white handout sunglasses with HRHA written in pink on the side to promote HRHA and protect runners eyes from the color! HRHA would promote the 5k through email, social media and flyers placed downtown! The proceed would go toward the design and beautification department of Harrisonburg Downtown Renaissance so that the 5k goes towards improving the community for all members.

Objective 3: To increase the number of units that HRHA offers to low income families by 50 units by July 25th, 2019.

Strategy 1: Illustrate to Harrisonburg City Officials with research on the current housing in Harrisonburg that placing more units in a new area will not oversaturate the proposed new location with affordable housing and will be a good use of their expendable funds.

Key public reached by strategy are Harrisonburg City Officials.

Tactics:

- Creation of color-coded map to be brought to a city council meeting.

  At a meeting with the Harrisonburg city council, KMTK PR will provide an illustrated map with color- coded areas of where HRHA is located in the Harrisonburg community as a visual representation of the oversaturation of low-income housing and areas for opportunity. This tactic will illustrate to the city council the extent of the oversaturation of HRHA housing in one area of Harrisonburg in an easy-to-see way, rather than just trying to explain the issue.

- Petition to gather support of expansion of HRHA housing into other neighborhoods of Harrisonburg.

  KMTK PR will create a petition to gather signatures and support from Harrisonburg community members and downtown business owners who are currently supportive neighbors of affordable housing. The purpose of the petition will be to show the city council that people are in support of expanding HRHA housing to new areas of Harrisonburg. If the city council sees that enough Harrisonburg residents support the expansion of HRHA housing into other areas of town, they will be more likely to implement the expansion. The petition will be online and will be promoted through social media by posting graphics persuading the public to sign it.

- HRHA Powerpoint presentation at Harrisonburg High School Back-to-School night.

  HRHA will present a Powerpoint presentation with statistics about the positive effects of expanding HRHA units in the Harrisonburg community at Harrisonburg High School Back-to-School Night. Parents that attend Back-to-School Night will already be at the high school, so it will be an easy event to present the presentation to many community members in one central location. The presentation will include successful examples of low-income housing dispersion from other housing authorities such as the Chicago Housing Authority and New York City Housing Authority.

Strategy 2: Emphasize to Harrisonburg landlords through in-person meetings with managers and staff that choosing to partner with HRHA will have a significant positive impact on the real estate, rental and leasing sector in Harrisonburg.

Key public reached by strategy: Landlords in the downtown Harrisonburg, VA and Rockingham, VA areas.

Tactics:

- HRHA sponsored dinner party at Bella Luna.

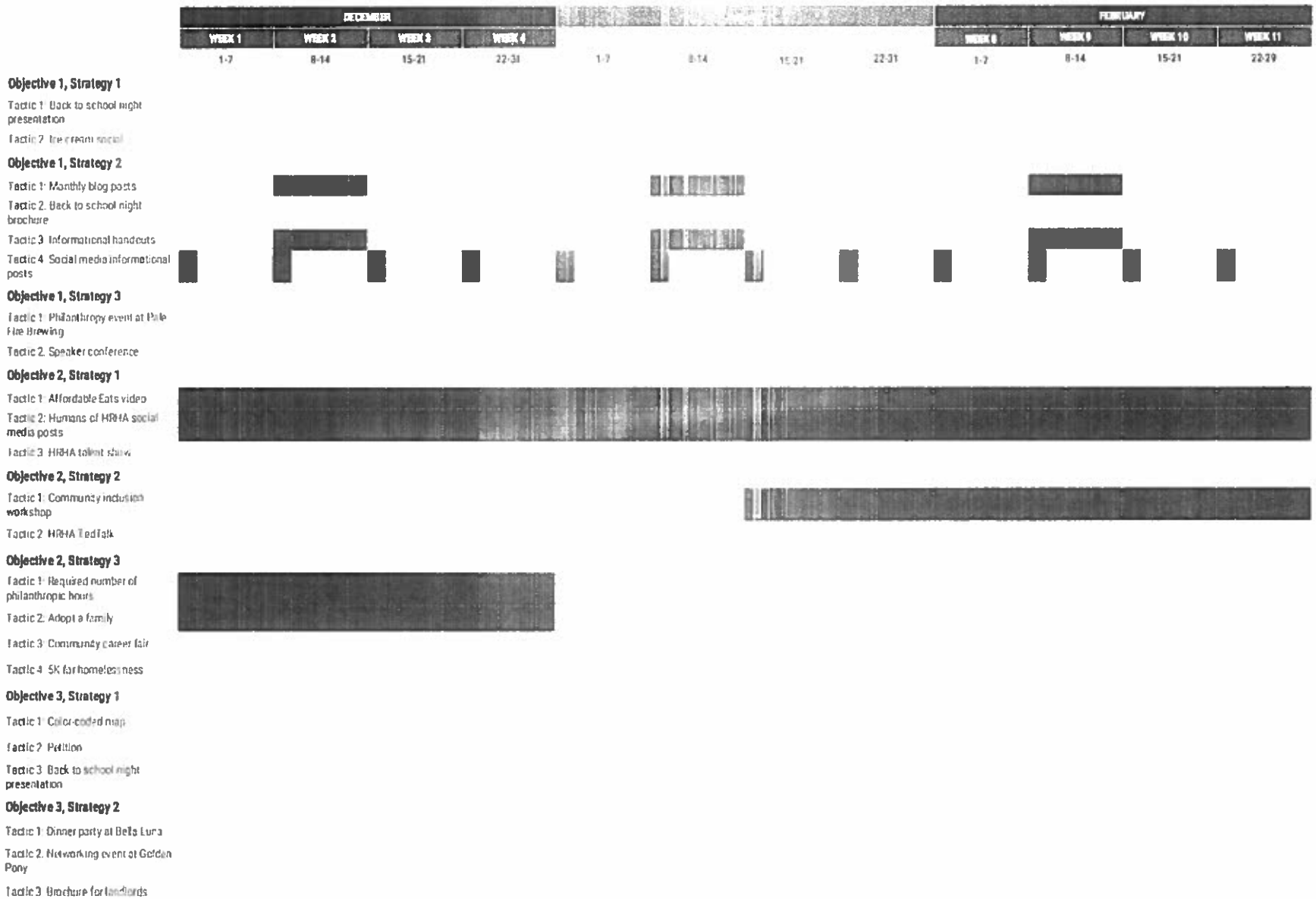
  KMTK PR will host a dinner party at Bella Luna in downtown Harrisonburg to have a networking event that strives to improve relations with landlords and HRHA employees. An outreach email will be sent out to landlords providing a detailed description of the event, an invitation to the event and encouraging their attendance. Flyer advertisements will also be posted around town and social media advertisements will be posted to get the word out about the event. The event will be free for landlords to attend, encouraging them to attend and have a positive outlook towards HRHA.

- Networking cocktail event at Golden Pony.

  KMTK PR will host a networking cocktail event at Golden Pony with a 2-free-drink ticket to improve relations with landlords and HRHA employees. This event will encourage open communication between landlords and HRHA and create a casual environment for networking. Outreach emails will be sent to landlords, inviting them to participate in the event. Flyer advertisements will also be posted around Harrisonburg to spread the word about the event, and social media advertisements will be posted to get the word out as well.

- Partnership brochure between HRHA and landlords.

  KMTK PR will produce "partnership brochures" for HRHA to distribute to landlords that they would like to partner with. The brochures will contain specific examples of how landlords could benefit from working with HRHA and be aesthetically pleasing for landlords to read. The brochures will be distributed to landlord offices.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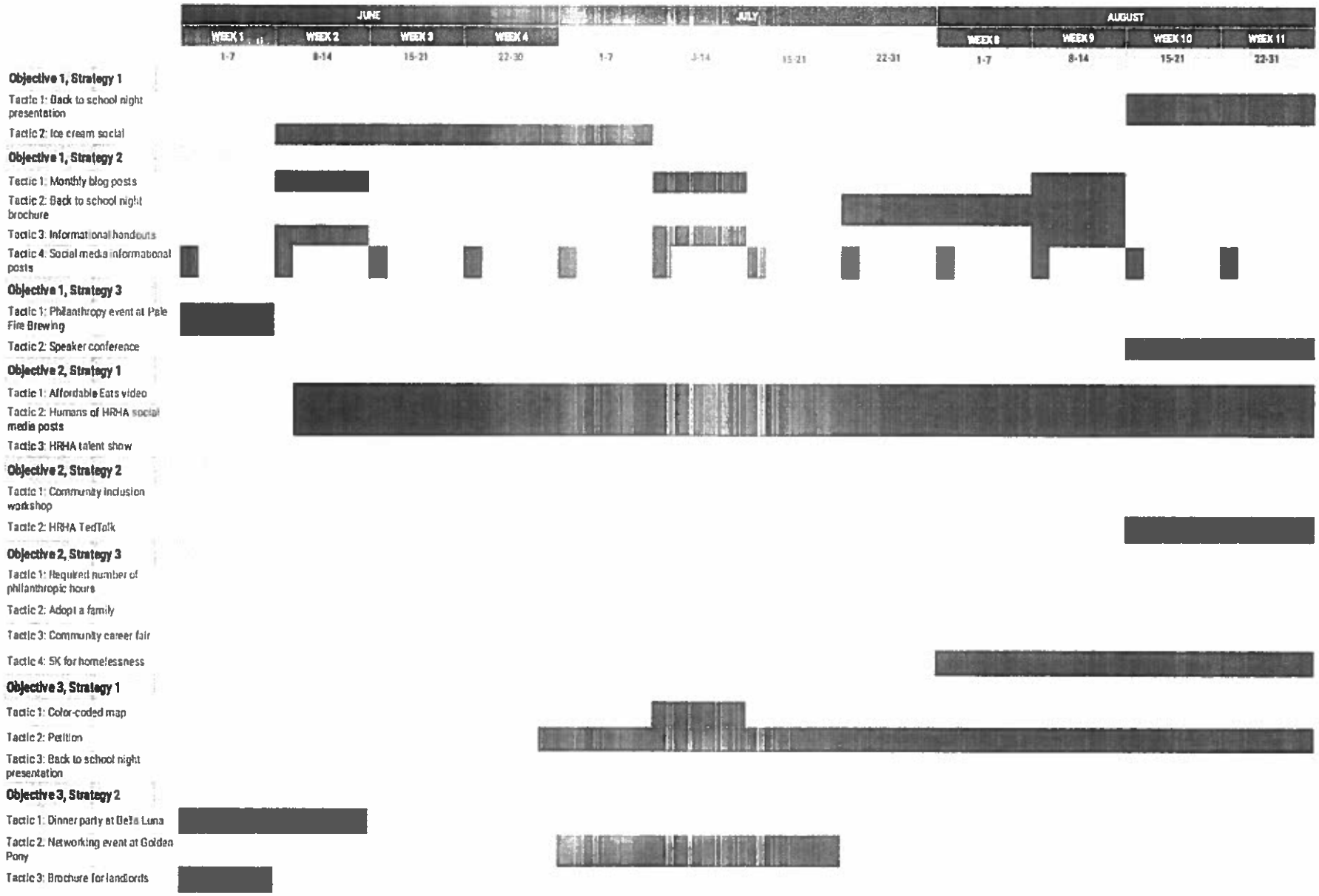
Objective 1, Strategy 1
Tactic 1: Back to school night presentation
Tactic 2: Ice cream social
Objective 1, Strategy 2
Tactic 1: Monthly blog posts
Tactic 2: Back to school night brochure
Tactic 3: Informational handouts
Tactic 4: Social media informational posts
Objective 1, Strategy 3
Tactic 1: Philanthropy event at Pale Fire Brewing
Tactic 2: Speaker conference
Objective 2, Strategy 1
Tactic 1: Affordable Eats video
Tactic 2: Humans of HRHA social media posts
Tactic 3: HRHA talent show
Objective 2, Strategy 2
Tactic 1: Community inclusion workshop
Tactic 2: HRHA TedTalk
Objective 2, Strategy 3
Tactic 1: Required number of philanthropic hours
Tactic 2: Adopt a family
Tactic 3: Community career fair
Tactic 4: 5K for homelessness
Objective 3, Strategy 1
Tactic 1: Color-coded map
Tactic 2: Petition
Tactic 3: Back to school night presentation
Objective 3, Strategy 2
Tactic 1: Dinner party at Bella Luna
Tactic 2: Networking event at Golden Pony
Tactic 3: Brochure for landlords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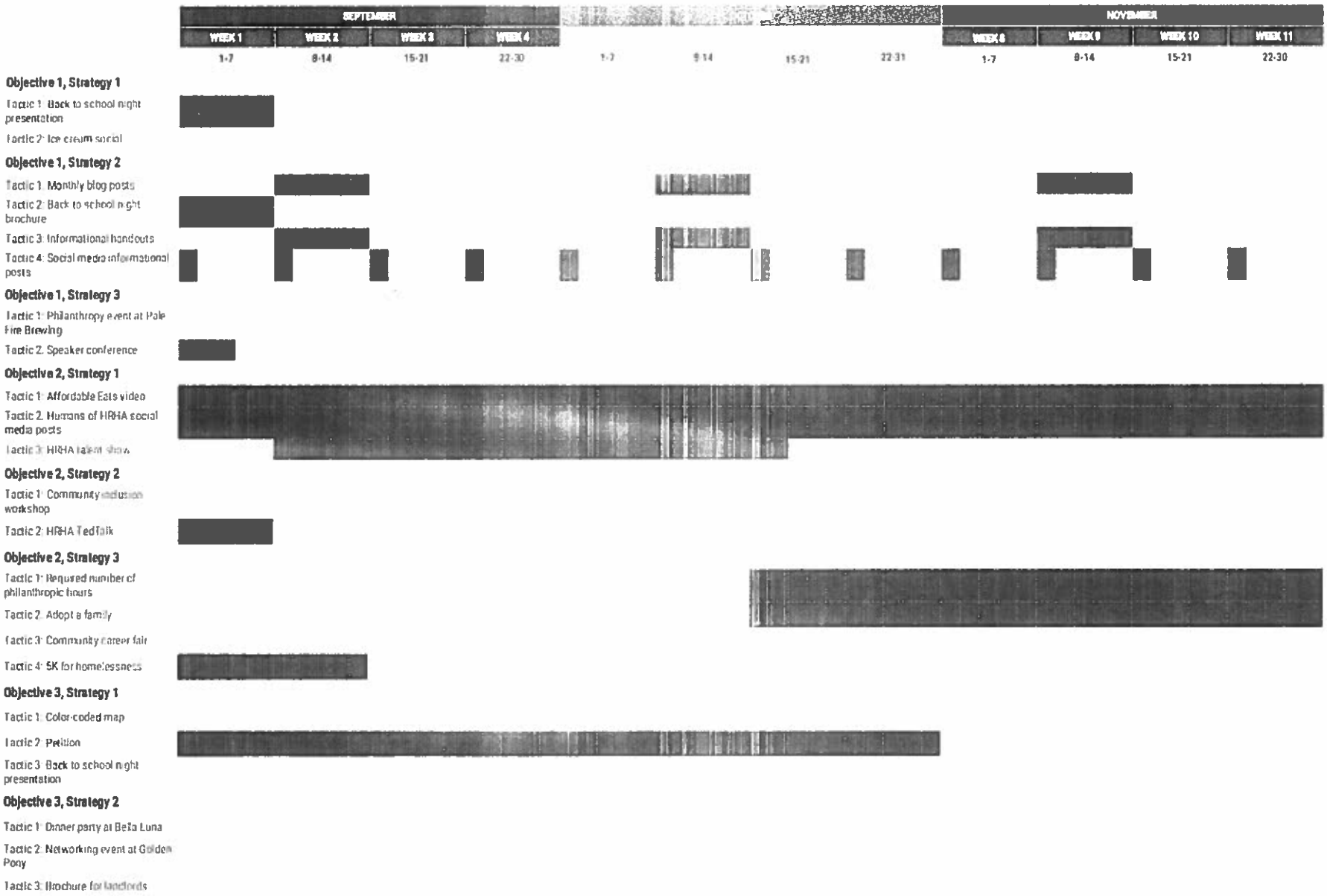
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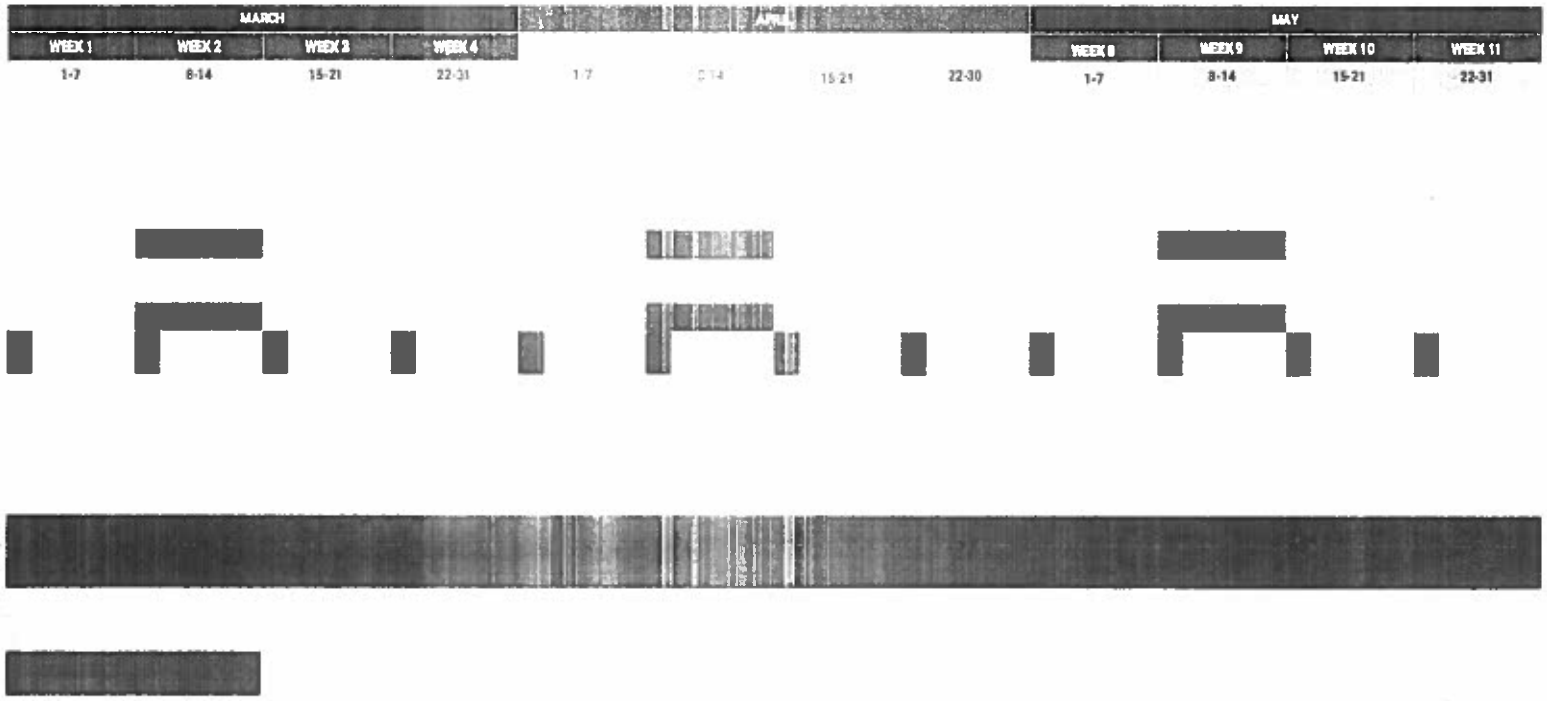

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Tactic 1: Back to school night presentation

Tactic 2: Ice cream social

Objective 1, Strategy 2

Tactic 1: Monthly blog posts

Tactic 2: Back to school night brochure

Tactic 3: Informational handouts

Tactic 4: Social media informational posts

Objective 1, Strategy 3

Tactic 1: Philanthropy event at Pale Fire Brewing

Tactic 2: Speaker conference

Objective 2, Strategy 1

Tactic 1: Affordable Eats video

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Tactic 3: HRHA talent show

Objective 2, Strategy 2

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Tactic 2: Petition

Tactic 3: Back to school night presentation

Objective 3, Strategy 2

Tactic 1: Dinner party at Bella Luna

Tactic 2: Networking event at Golden Pony

Tactic 3: Brochure for landlords

	Detail	Quantity	Per Item Cost	Total Projected	Sponsored Credit	Actual Projected
Objective 1						
Strategy 1: *Teach Harrisonburg community members through educational workshops*						
Tactics:	Back to school night presentation	1	$0.00	$0.00	$0.00	$0.00
	Ice cream social	1	$194.99	$194.99	$0.00	$194.99
	Strategy Subtotal			**$194.99**		
Strategy 2: *Convince residents of Harrisonburg through educational materials*						
Tactics:	Monthly blog posts	1	$0.00		$0.00	$0.00
	Back to school night brochure	1	$24.99	$24.99	$0.00	$24.99
	Informational handouts	1	$29.99	$29.99	$0.00	$29.99
	Social media informational posts	1	$0.00	$0.00	$0.00	$0.00
	Strategy Subtotal			**$54.98**		
Strategy 3: *Engage the Harrisonburg community through hosting key speakers*						
Tactics:	Philanthropy event at Pale Fire Brewing	1	$659.99	$659.99	$0.00	$659.99
	Speaker conference — HRHA volunteers	1	$659.99	$659.99	$0.00	$659.99
	Strategy Subtotal			**$1,319.98**	$0.00	$1,319.98
	Objective Subtotal			**$1,374.96**		
Objective 2						
Strategy 1: *Enhance inclusion/acceptance through storytelling*						
Tactics:	Affordable Cats video	1	$8.75	$8.75	$0.00	$8.75
	Humans of HRHA social media posts — Instagram	1	$0.00	$0.00	$0.00	$0.00
	HRHA talent show — Tenant volunteers	1	$25.00	$25.00	$25.00	$0.00
	Strategy Subtotal			**$33.75**	$0.00	$8.75
Strategy 2: *Enhance inclusion/acceptance through events that promote diversity*						
Tactics:	Community inclusion workshop	1	$3,368.99	$3,368.99	$0.00	$3,368.99
	HRHA TedTalk	1	$608.52	$608.52	$0.00	$608.52
	Strategy Subtotal			**$3,977.51**		
Strategy 3: *Enhance relationships of Harrisonburg residents*						
Tactics:	Required number of philanthropic hours	1	$0.00	$0.00	$0.00	$0.00
	Adopt a family	1	$59.99	$59.99	$0.00	$59.99
	Community career fair	1	$0.00	$0.00	$0.00	$0.00
	5K for local business	1	$448.25	$448.25	$0.00	$448.25
	Strategy Subtotal			**$508.24**		
	Objective Subtotal			**$4,519.50**		
Objective 3						
Strategy 1: *Explain that a new proposed location would not oversaturate Harrisonburg*						
Tactics:	Color-coded map	1	$8.97	$8.97	$0.00	$8.97
	Petition	1	$0.00	$0.00	$0.00	$0.00
	Back to school night presentation	1	$0.00	$0.00	$0.00	$0.00
	Strategy Subtotal			**$8.97**		
Strategy 2: *Explain to landlords why partnering with HRHA would be beneficial to landlords*						
Tactics:	Dinner party at Bella Luna	1	$1,500.00	$1,500.00	$0.00	$1,500.00
	Networking event at Golden Pony	1	$1,300.00	$1,300.00	$0.00	$1,300.00
	Brochure for landlords	1	$0.00	$0.00	$0.00	$0.00
	Strategy Subtotal			**$2,800.00**		
	Objective Total			**$2,808.97**		
	Campaign Total			**$8,703.43**		

Evaluation

Action: Improve on 40% of the HRHA communication efforts in the Harrisonburg community to better inform the Harrisonburg community about HRHA services in a 3 year timespan.

- KMTK PR would evaluate the 40% increase in communication efforts by conducting a pre and post-survey to community members and politicians associated with HRHA.

Awareness: Increase 40% of awareness about the poverty statistics in Harrisonburg and recognize the racial divide that is present in the public housing developments in a 6 month increment timespan.

- KMTK PR would evaluate the 40% of awareness about the knowledge of poverty statistics in the community by conducting a pre and post-survey to community members and politicians associated with HRHA.

Acceptance: Increase the acceptance rate of HRHA services in the Harrisonburg community to 45% over a 1 year timespan.

- KMTK PR would evaluate the 45% acceptance rate by conducting a pre and post-survey to community members and politicians associated with HRHA.

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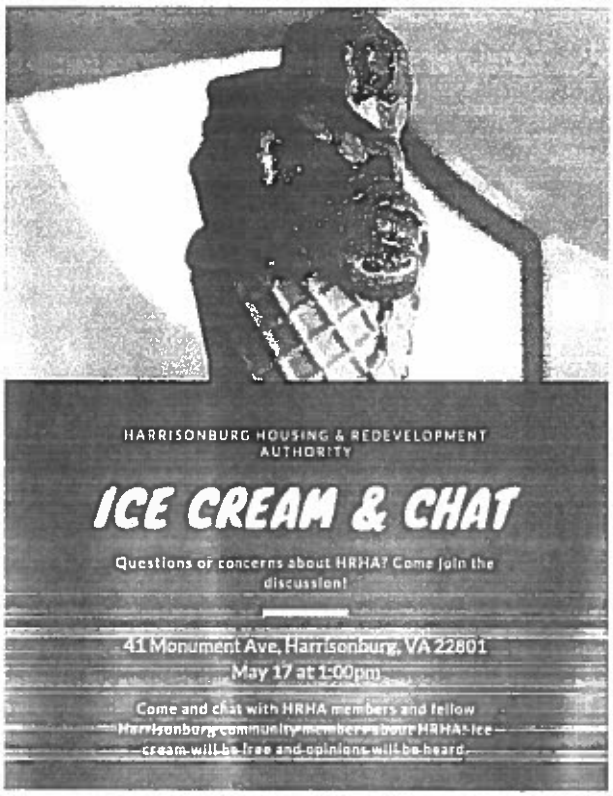
Appendix



WHAT IS THE HARRISONBURG REDEVELOPMENT & HOUSING AUTHORITY?

The overall poverty rate in Harrisonburg, VA is 28.98%

Harrisonburg Housing & Revelopment Authority (HRHA) is a public housing program in Harrisonburg, VA and in YOUR school district. The main goal of HRHA is to provide housing to those who live below the poverty line.

Have questions? Reach out to us:

P: 540-434-7395
A: 286 Kelley Street, Harrisonburg, VA 22802

KMTK
PR

Petition to Expand Harrisonburg Redevelopment and Housing Authority units to other neighborhoods of Harrisonburg

We, the undersigned, petition the city council in Harrisonburg to take action in dispersing Harrisonburg Redevelopment and Housing Authority units throughout other neighborhoods in Harrisonburg to help eradicate the issue of concentration of low-income housing in one area of town, specifically the Northeast Neighborhood.

AGREED UPON THE FOLLOWING PEOPLE:

Name	Signature	Address	Phone Number

To

Bcc

Cc

You're Invited! HRHA hosted dinner party at Bella Luna

Dear landlord,

The Harrisonburg Redevelopment and Housing Authority invites you to attend a dinner party at Bella Luna Wood-Fired Pizza in downtown Harrisonburg! Come out on Saturday, June 15th from 6:00PM - 8:00PM to enjoy some free pizza with employees of HRHA!

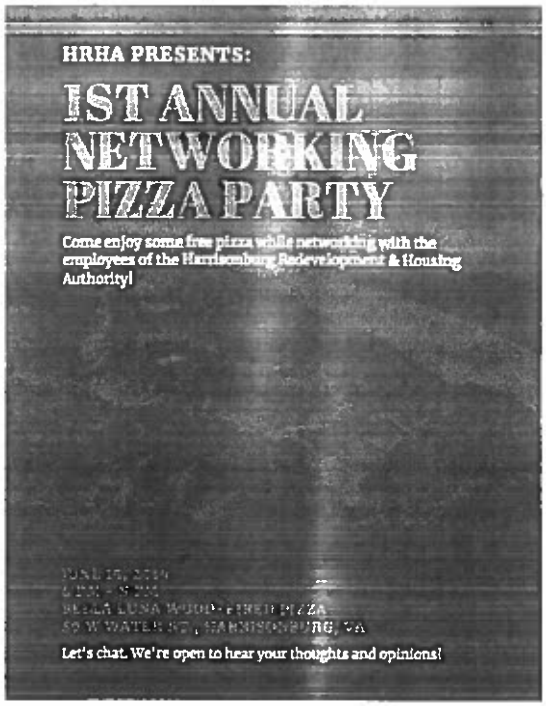
Attached is a flyer with more details of the event. We look forward to networking with you over a delicious slice of pizza! Please respond to this email to confirm your attendance, and do not hesitate to reach out with any questions or concerns regarding the event.

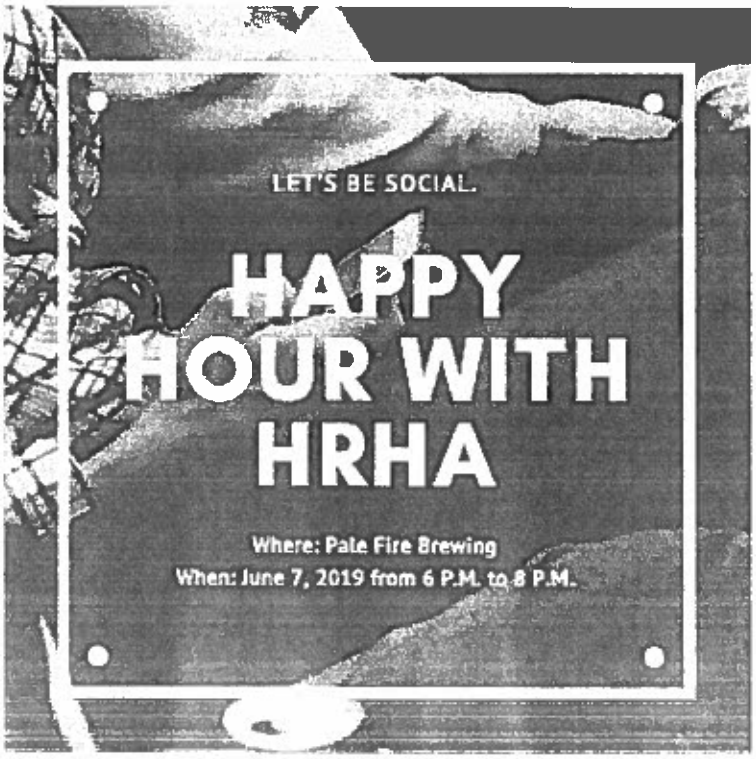
Sincerely,

The Harrisonburg Redevelopment and Housing Authority

Send

Discard





To

Cc

A night to Remember at Pale Fire Brewing

Good afternoon,

Calling all philanthropists! Join the rest of the Harrisonburg community this Friday, June 7, 2019 from 6 P.M. to 8 P.M. at Pale Fire Brewing for a night to remember. You're invited to attend this exciting opportunity to learn more about the Harrisonburg Redevelopment and Housing Authority and what we're all about.

Attached is a flyer with more details about the event. We look forward to meeting you and connect over this networking event. Please RSVP by June 1st regarding your attendance. We hope to see you there!

The Harrisonburg Redevelopment and Housing Authority

Send Discard

Draft saved at 12:53 PM

HRHA

HELP MAKE A DIFFERENCE IN HARRISONBURG

&

dopt a Family

TODAY!

VISIT WWW.HARRISONBURGHRHA.COM/ADOPT-A-FAMILY.HTML TO ADOPT A FAMILY & HELP YOUR HARRISONBURG FAMILY!

HARRISONBURG
REDEVELOPMENT
AND HOUSING
AUTHORITY

HELP RESHAPE THE F DLY CITY

WORKSHOP ON DIVERSITY AND INCLUSION
FEATURING GUEST SPEAKER
DR. DEREK GREENFIELD

MONDAY MARCH 9, 2020
6:00 PM • MEMORIAL HALL
MEMORIAL AUDITORIUM
ALL ARE WELCOMED

MAR
9

Diversity & Inclusion Workshop For Harrisonburg Community

Teressa Gregory

Invite Edit ...

Monday, March 9, 2020 at 6 PM - 9 PM

Memorial Auditorium, Memorial Hall, Harrisonburg, Virginia 22801

Show Map

1 Going · 0 Maybe · 0 Invited

Invite

Come out and listen to Dr. Derek Greenfield, a highly respected speaker across the globe in Memorial Hall Auditorium on Monday, March 9th from 6 - 9 pm.

Research Questions

RQ 1: What are the overall perceptions [from Harrisonburg community members, landlords, and city council members] about the participants of and services offered by the Harrisonburg Redevelopment & Housing Authority?

1. Do you think homelessness is an issue in Harrisonburg?
2. What are your thoughts about the affordable housing industry in Harrisonburg (poor upkeep with houses currently owned, residents are smokers, etc.)?
3. How do you view low and medium-income individuals (in the City of Harrisonburg) that have to rely on affordable housing (such as HRHA) to live in Harrisonburg?
4. How can we better address some of the NIMBY issues?
5. What do you think the mission of the Harrisonburg Redevelopment and Housing Authority is (HRHA's mission)?
6. Are you aware of the services that the HRHA provides? Can you list any?
7. If community members do not approve of building more affordable housing in the current proposed location (E. Gay St.), are there other locations that City of Harrisonburg you would not oppose the new buildings to be located?
8. Are there things that should be part of the application process for the program that you think are not currently utilized?
    a. How do you feel about the idea of drug testing applicants?

RQ 2: How can the Harrisonburg Redevelopment & Housing Authority best communicate with the local community, city officials, and landlords?

1. What are the best ways for HRHA to communicate with the local community members?
2. What are the best ways for HRHA to attract landlords to be a part of HRHA?
3. What are the best ways for HRHA to communicate with local politicians?

Harrisonburg Redevelopment & Housing Authority Gold Standard Relations

Get to Know Your Neighbor

Account Executive: Meagan Dianna
Research Director: Emily Wood
Client Relations Director: Lauren DuVall
Programming Director: Spencer Nixon
Creative Director: Briana Oyler
Instructor: Dr. Woo
April 30, 2019
SCOM 461

Table of Contents

Table of Figures

Executive Summary

Harrisonburg Redevelopment Housing Authority (HRHA) is known to offer low-income individuals and families with rental assistance. Upon assessment, researchers decided that HRHA could improve on getting new target publics involved with their organization to spread awareness of their services and break down any negative stigma. These publics include the JMU community, families in the City of Harrisonburg, and families in Rockingham County. HRHA also has the potential to evolve in digital media by revamping their website and utilizing their existing and new social media platforms. The HRHA slogan and logo will also be updated in order to have a higher social media presence and make their organization recognizable. Threats to the organization stem from the concern of certain demographic groups wanting to be further away from affordable housing. Research showed that political preference and home-ownership are factors that lead to negative attitudes toward affordable housing. HRHA has the opportunity to foster community relationships by implementing special events and utilizing traditional and non-traditional media outlets. This can increase the awareness and involvement among key publics, along with breaking down any negative stigma.

SECONDARY RESEARCH REPORT

Harrisonburg Redevelopment & Housing Authority

Client Background

The Harrisonburg Redevelopment and Housing Authority was founded November 29, 1955 and created in accordance to Title 36 Code of Virginia. An election was held November 9th, 1955 with city officials to approve the need for a redevelopment program. HRHA successfully houses and acclimates individuals in need, back into society (HRHA, n.d.). HRHA provides the Harrisonburg community with worry-free housing for individuals under the poverty line, those with disabilities, veterans, etc. They run on a $600,000 monthly basis. Its presence in Harrisonburg and Rockingham County provide economic growth while alleviating discrimination and stigmas present in the community. The HRHA is the leading agency in the community for homelessness. They have 280 owned and leased units, with over 200 landlords, serving over 1,100 families. Tenants pay one third of the monthly rent to the landlords and HRHA provides the other two thirds with government funds. All leases are based on a one year basis. After one year has passed, the lease runs on a month to month basis. A majority of the individuals utilizing the affordable housing are coming from institutions, jail, psychiatric hospital, or are physically/intellectually disabled. (HRHA, n.d.).

As of July, 2017 there is a population of 54,215 in the City of Harrisonburg. The largest demographic group is white sitting at 83 percent. The second largest demographic group is Hispanic/Latino at 18 percent. 16 percent of the population are immigrants and foreign born. 29 percent of individuals live below the poverty line. The average income for Harrisonburg is $43,009 per year with the average gross rent being $857. 60.7 percent of people are in the labor force. (U.S. Census Bureau, 2017).

In Rockingham County there are about 80,227 individuals. The largest demographic group of the county is white sitting at 94.7 percent. The second largest demographic group is Hispanic/Latino, which is 7 percent of the population. 8.4 percent of individuals live below the poverty line in Rockingham County. The median income is $57,651. The average gross rent for Rockingham is $848. 64.6 percent of people are in the labor force. (U.S. Census Bureau, 2017).

Harrisonburg has seen a decline in the attainability to own a home. The average income in Harrisonburg is $43,000, which creates an economic gap and results in the decline of home ownership, which is 37.4 percent, compared to the national average of 63.6 percent. (Casey, 2018). In comparison to Harrisonburg and Rockingham County, the national average income is higher, sitting at $57,652 (U.S. Census Bureau, 2017).

Homelessness Now

This past year, there were over 300 homeless individuals in Harrisonburg, Rockingham County, and several other counties, such as Winchester, Shenandoah County, Front Royal, Frederick County, Warren County, Clarke County, Woodstock, and Luray and Page County. This resulted in a 10 percent increase in homeless individuals since 2017. It was also reported that Harrisonburg City Schools have had a 52 percent increase in the number of homeless children (Powell, 2018), out of the 8,674 children in the City of Harrisonburg (U.S. Census Bureau, 2017).

Organization Mission and Philosophy

HRHA's mission is "To promote adequate and affordable housing, economic opportunity and a suitable living environment free from discrimination; and to foster redevelopment of blighted areas to ensure the economic, social and housing vitality of our community." HRHA's mission statement explains their daily goal as they aim to help the less fortunate live in a safe environment where they are treated equally. HRHA's philosophy is "To treat all individuals with respect and dignity, to base all decisions on rational and provable data and to operate with efficiency in the delivery of all services." (HRHA, n.d.). Their philosophy presents their promise to help those who live in affordable housing while treating them as respected individuals.

HRHA Structure

Structure

The HRHA members who we are in direct contact with are Michael G. Wong (Executive Director) and Emily McCarty (Community Development and Grant Coordinator). HRHA is governed by five members by the names of Elroy Miller (Chairman), Thomas J. Dawson (Vice Chairman), Timothy Smith (Commissioner), Scott Gallagher (Commissioner), and John Hall (Commissioner). These members were appointed by the City Council of Harrisonburg. Policies and procedures are formed by these individuals and have the ability to appoint the Executive Director. The Board of Commissions hold meetings once a month at 286 Kelly St, Harrisonburg Va. 22802, the HRHA administrative office (HRHA, n.d.).

In the past, HRHA has partnered up with the Gus Bus, which is a popular mobile literacy bus located in Harrisonburg, Va. that gives children the opportunity to read, check out books, and hear stories from instructors. HRHA has also partnered up with local schools, service board, Workforce Investment Board for Employment, social services to coordinate activities, and nonprofits. HRHA held three different events last year in hopes to reach members of the community. They have also advertised in the Harrisonburg newspaper to intrigue landlords to attend events that include training and free food. They regularly communicate with the local officials, however, there has been a lack of communication between HRHA and the citizens of the community (Wong, 2019).

Obstacles for the client include their low social media presence, which keeps them from reaching their publics and making themselves known. Due to the evolving digital world, some advancement on the HRHA website and their Facebook page might be beneficial to them. Creating a stronger social media presence could include utilizing other social media platforms, posting more on Facebook, and updating their website. Wong did state that he hopes to update the HRHA slogan and logo in the future.

Share of renting households increased for whites, blacks and Hispanics since 2006

PEW RESEARCH CENTER

Another obstacle for HRHA is the "Not in my Backyard" phenomenon, which is commonly known as 'NIMBY'. In our first client meeting, it came to Gold Standard Relations attention that the infamous idea 'NIMBY' has come up as a major issue in expanding properties and finding landlords in the Harrisonburg City area. The Encyclopedia Britannica explains NIMBY to be in opposition to something particularly indesirable in someone's neighborhood. This term came to be known in the late 1970s, early 1980s. (NIMBY Phenomenon, n.d.). It has been found that many inferences based off of NIMBY are made due to prejudices, discrimination, and misunderstanding. (Lyon-Callo, 2001). Some people believe the new housing may affect the value of their own home (Pendall, 1999). Renting has increased overall by 36 percent since 2006. Looking at Figure 1, it shows the increase in share of renting households among whites, blacks, and Hispanics since 2006. Young adults, those less educated, and non-whites are said to be more likely to rent a home. Research shows in 2016, 58 percent of blacks, 54 percent of Hispanics, and 28 percent of whites rented a home. (Cilluffo et al., 2017).

Website & Social Media

The client has two Facebook pages, they have created, both of them titled Harrisonburg Redevelopment Housing Authority. One of the pages is described as a "social service" ,which is shown in Figure 2 and the other is described as "housing and homeless shelter", which is seen in Figure 3. The first page has zero posts, but has one like and four people who have "checked into" one of the HRHA locations. The second page has six likes and four visits from people who have also "checked into" the facility. The HRHA pages do not include followers because it only allows you to "like" the page and "check in". In Figure 4, it shows the only individual who has posted in the affordable housing "housing and homeless shelter" Facebook group. The most recent post from Sept. in 2016 accumulated about 80 reactions/likes and over 20 comments. The client also has a website, shown in Figure 5, which includes basic information about them, their programs, housing applications, properties, forms, public documents, etc. These are the only two forms of media the client owns and controls.

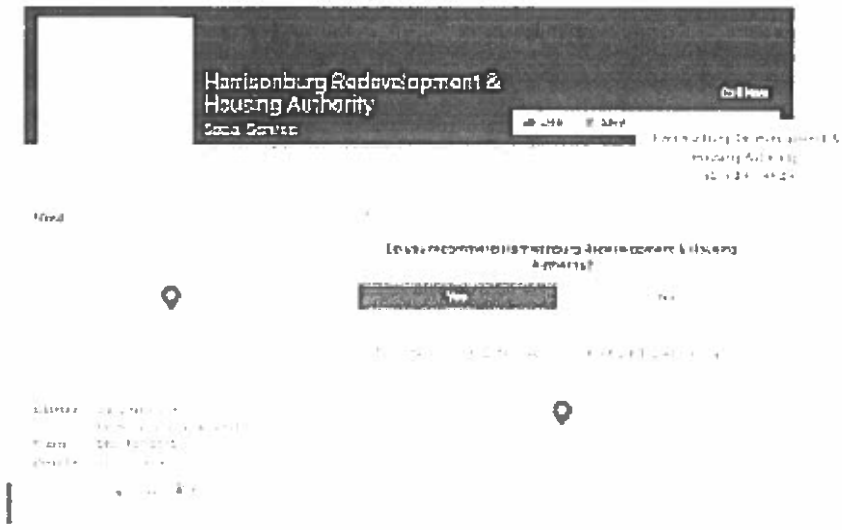


Figure 2: HRHA "Social Service FB Page

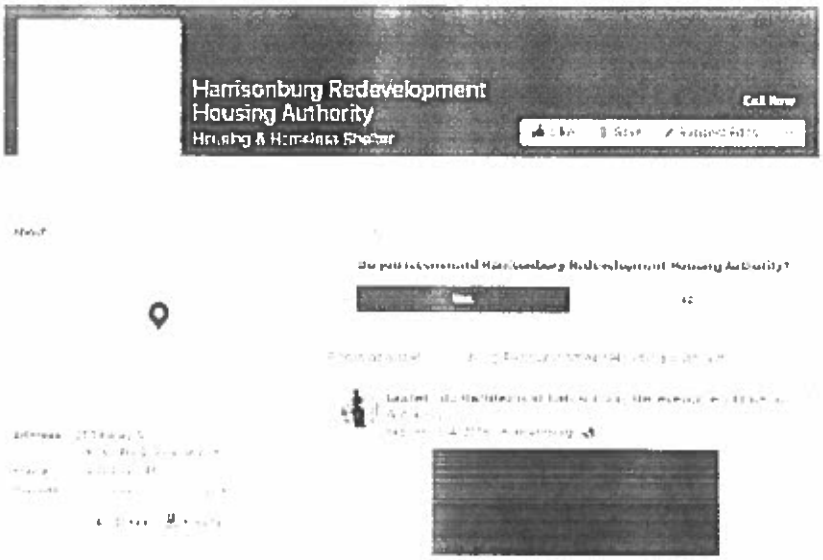


Figure 3: HRHA "Housing & Homeless Shelter" FB Page

Gold Standard Relations

Guillermo Ramirez at Harrisonburg Redevelopment Housing Authority

Harrisonburg Redevelopment & Housing Authority

Harrisonburg Redevelopment & Housing Authority (HRHA)

News & Highlights

In Need of Housing?

Landlords - List Your Units with HRHA

History and Current Trends of the Issue

NIMBYism Defined

When understanding the issue of stigmas and discrimination, it is important to look at the systematic roots and policies in place that make it possible. In the late 1970s to early 1980s, the use of a new term put into words exactly what communities were facing. The Encyclopedia Britannica, states that "Not in my Backyard" or "NIMBY" for short basically means a person or group being in opposition to something "undesirable" in one's neighborhood. It emerged as many minority communities began to move from urban areas to the suburbs. The initial purpose of NIMBY and a majority of the research on this topic is focused on combating environmental exploitation. It is now most common that this issue comes into use because of the fear that the introduction of public and subsidized housing will bring down the value of homes and possibly increase crime rate (Pendall, 1999).

In a study run in 2005, it was discovered that the effect of affordable housing on property values is relatively small to unnoticeable when compared with other factors that influence property values (Nguyen, 2005). Nguyen discusses the study of six affordable housing units with various demographics (i.e. elderly, families, "family only development") and found a discrepancy in the data that helped lead them to the above conclusion. It found that for one specific housing unit, homes in a ½-mile radius had a negative effect but any closer (¼ and ⅛ mile) had no effects. If there is in fact a negative relationship between affordable housing proximity and property values, the homes closer should have lower values. They concluded that the quality of the housing units is what causes no effect to surrounding values. If the unit is being built from the ground up, builders may try and match the design to the surrounding neighborhood. And if the affordable housing unit is being rehabilitated, it actually increases the property value in the surrounding area (Santiago, Galster, & Tatian, 2001). Collected data has shown that because rehabilitated buildings are typically found in run-down neighborhoods, values increase because of the visible quality difference between the development and surrounding properties.

Understanding what causes problems surrounding NIMBY is very difficult. Those accused of participating in the issue deny any accusations of racism or prejudice. Some research suggests that although it may not be intentional, this concept may be used to maintain privilege and "prestige" of predominantly white spaces (Hubbard, 2004). There then begins a trend between seeing NIMBY supporters in a "self versus others" context. In U.S. society whiteness is seen as something positive and orderly and the "other" as chaotic and disorderly; further perpetuating racial discrimination. NIMBY may be key in protecting white privilege by thinking of this group as the "norm" and keeping white spaces free of the others (Hubbard, 2004). This mindset continues to be passed down through U.S. culture and an increasing number of cases of NIMBYism is seen.

There is an opposition to combat the effects of NIMBYism, it is known as "Yes in my Backyard" or "YIMBY." This idea was created to help promote new housing developments in areas where costs of rent have skyrocketed (About YIMBY Action, n.d.). It has been found that in higher cost housing markets, renters support the idea of affordable housing, but when it comes to their personal neighborhood, they oppose it, which results in NIMBYism. (Hankinson, 2017). However, YIMBYists work together to promote the belief that all cities and towns should be accessible to everyone. In the U.S. few major cities have begun to push this philosophy to end the affordable housing crisis. These cities include San Francisco, New York City, and Boston. San Francisco has been especially successful in getting this movement off the ground. Through community engagement, political activism, and education, San Francisco positively advocates for vulnerable populations (NIMBY, n.d.).

Founded in 1955, HRHA's objective is to house individuals that are under the poverty line without discrimination. Today, HRHA covers a variety of different locations in Harrisonburg. One of the main problems that individuals face is racism when they are attempting to find housing. From 1990 to 2010, the non-white population in Harrisonburg increased from 10 percent to 26 percent (Banks, 2016). The Hispanic population was a large part in this population increase, growing by a factor of 16 percent. The Hispanic residents are the largest minority group, followed by blacks and Asians. This rise in minorities in Harrisonburg has resulted in Harrisonburg residents adopting the mindset of NIMBYism. Along with that, landlords have become increasingly racist towards minorities that are looking for housing by not providing them with service. This has resulted in minorities seeking affordable housing (Banks, 2016). We can see this represented in the 2016 Assessment of Fair Housing. The assessment shows that a large percentage of individuals do not own their own home in Harrisonburg. (About YIMBY Action, n.d). As more minorities are turned away from landlords, they turn to HRHA to find housing. Another issue HRHA faces is sexual harassment between landlords and tenants. If a landlord is fired for sexual harassment, tenants are forced to move out and relocate (Wong, n.d.).

Another study conducted by David Harris found that property value drops when blacks move into neighborhoods. The study found that housing loses at least 16 percent of its value when located in neighborhoods that are at least 10 percent black (Harris n.d.). The study also found that nationally, neighborhoods with a high percentage of black people is less valuable not because of an aversion to blacks, but rather because people prefer affluent, well educated neighbors. The study found that people find these traits in whites compared to blacks. This study draws similarities to a problem that was addressed earlier about people not wanting to live in the same neighborhood as minorities. HRHA faces the problem of people not wanting to live near minorities. This study supports the claim that people do not want to live near minorities by showing that property value drops when the property is in a predominantly black neighborhood (Harris n.d.).

Public Analysis

There is an existing negative stigma about affordable housing among the surrounding community, which gives HRHA a bad image (Wong, 2019). A common misconception that most people have is that the HRHA is trying to help homeless people who got into their position due to poor choices such as abusing drugs/alcohol or breaking the law. There was also racism when the housing development started and people living in those areas would not let certain minorities in (Wong, 2019). This makes it harder for Harrisonburg residents to accept the idea of affordable housing in their community because they do not want to feel unsafe and do not want certain people in their "backyard". Some of the affordable housing that HRHA uses is also unsanitary. Occupants leave dirty furniture, trash, and other unwanted items outside of their houses which makes the neighborhood look unattractive and can bother the people living there as well (Wong, 2019). However, HRHA has a good reputation for helping the homeless. It is affordable and also maintains good relationships with Gus Bus, City Officials, and the Workforce Investment Board for Employment (Wong, 2019).

Helpful Organizations

Institute for Constructive Advocacy and Dialogue (ICAD)

A public analysis that has similar motivations as HRHA is ICAD. ICAD is a JMU organization, directed by Lori Britt, which focuses on collaborating with non-profits, local community organizations, and organizations on the JMU campus to work together in creating beneficial community outcomes. They have three main specific needs they are committed to meeting, such as dialogue, deliberation, and collaboration. Meeting with ICAD might present opportunities for HRHA to partner with them.

Institute of Innovation in Health and Human Services Director (IIHHS)

Another organization with similar motivations as HRHA is the IIHHS, directed by Rhonda Zingraff, which is an organization in the JMU College of Health and Behavioral Sciences. IIHHS firmly believes in making connections with the community because they believe that is the best way for people to gain knowledge. They believe in connecting the JMU community with the local community and gaining knowledge from each other. Past

Local Media Coverage

Jan. 23, 2018

HRHA is presenting a new homeownership initiative. The program addresses issues such as the decline of homeownership in the city, a blight removal program, and an employer assisted homeownership program (Casey, 2018). The Authority is also proposing the creation of a Community Housing Action Partnership Center, or CHAP. It would consist of local government members from the City of Harrisonburg and Rockingham County, financial institutions, James Madison University, and other non-profit organizations (Casey, 2018).

Nov. 7, 2018

At October's Harrisonburg City Council meeting, the council voted against supporting a grant application from the HRHA. The grant application was to the Housing Trust Fund to create a development on East Gay Street. Another concern cited at the meeting was concentrating this type of housing in the northeast part of Harrisonburg (Casey, 2018). Wong wants to do a better job of addressing the definition of permanent supportive housing and educating people on what HRHA actually does.

Jan. 17, 2019

The effects from the partial government shutdown are trickling down to the HRHA. The HRHA receives millions of dollars from the Housing and Urban Development (HUD) every year -- one of the agencies impacted by the shutdown (Childress, 2019). If the shutdown continues, money for affordable housing could be at risk. "Right now, we have enough to last until February, then we will use our reserves," said Wong. "After April, if the federal shutdown is not resolved, then all those families will be at loss of eviction." The HRHA provides assistance to 1,100 families in Harrisonburg. Wong says "These are the elderly, people with disabilities, individuals with very low-income, and they will all be the first to suffer."

Mar. 27. 2018

Throughout the next six months, the Harrisonburg Redevelopment and Housing Authority will be assisting its counterpart in Charlottesville manage its housing choice voucher program (Section 8) for low-income households (Suarez, 2018).

Local Publics

Inactive: Local community members are unaware of the affordable housing that exists within Harrisonburg. They are also not as informed as they could be about HRHA and what it does to help the homeless in their community. Local community members are primarily white family households that are more focused on their their children's schools and extracurricular activities, rather than the well-being of the homeless and those who cannot afford housing considering it is not directly impacting their lives.

Aroused: NIMBY individuals are those who oppose affordable housing in their neighborhoods, usually based on the assumed characteristics of the population that will be living there. This is because they believe that there will be an increase in crime, litter, thefts, violence and that property taxes will decrease. They have a high involvement in where affordable housing will be located, but are not very knowledgeable about what HRHA does in the community.

Aware: City officials engage with HRHA and are knowledgeable about what they do, their history, and the demographic groups they help. However, they do not take as much interest in affordable housing because it does not directly impact their daily life or their own families. They take an interest solely based on its importance to their jobs and the duties they must fulfill. They must lawfully utilize their powers in the positions they hold.

Active: Landlords are active individuals within HRHA because they are the people who help support them and keep the organization running smoothly. HRHA is actively trying to attract more landlords by advertising in newspapers and providing free training and food. This is a key target public because hiring good landlords will uphold a good reputation for HRHA.

Useful Client Insights

Tenants pay

1/3

of monthly rent

$600,000

monthly budget

Serving

1,100

families

Over

200

landlords

280

Owned and leased units

$57,651

average income in Rockingham County

$43,009

average income in Harrisonburg

PRIMARY RESEARCH REPORT

Harrisonburg Redevelopment & Housing Authority

Introduction

The goal of this study was to understand and gain insight into the public's overall sentiments toward the Harrisonburg Redevelopment & Housing Authority (HRHA) as well as affordable housing in general. When HRHA started to implement affordable housing in Harrisonburg and Rockingham County, existing residents would not let certain minorities in because they felt unsafe (Wong, 2019). According to Matthews (2014), one of the main reasons that individuals do not want new residents moving into their community is due to the opposition of various social classes. As new residents enter a community, current residents fear these individuals will be a threat to their social identity. Along with that, current residents feel as if their neighborhood will become too diverse (Matthews et al., 2014). This has resulted in individuals adopting a mindset of NIMBYism.

Throughout our study we have investigated the level of influence that housing ownership has on the level of NIMBYism, the level of influence that household income has on the level of NIMBYism, and the level of influence political preference has on the level of NIMBYism. The results and feedback from the study will provide HRHA with a deeper knowledge of how local community members view their organization and their goals with affordable housing.

Rationale

After an initial meeting with HRHA's Executive Director, Michael Wong and Community Development and Grant Coordinator, Emily McCarty, research questions and hypotheses were developed in order to answer questions regarding the level of NIMBYism, attitude towards HRHA and affordable housing relating to demographic information, along with Word-of-Mouth intentions.

RQ1: What are the perceptions of affordable housing in the City of Harrisonburg and Rockingham County?

RQ2: What are the perceptions of HRHA in the City of Harrisonburg and Rockingham County?

RQ3: What is the level of awareness of affordable housing in Rockingham County?

RQ4: What is the level of awareness of HRHA in the City of Harrisonburg and Rockingham County?

RQ5: What is the level of NIMBYism in the City of Harrisonburg and Rockingham County?

Research Hypotheses

H1A: Household income has an influence on the level of NIMBYism.

H1B: Housing ownership has an influence on the level of NIMBYism.

H1C: Political preference has influence on the level of NIMBYism.

Wong's goal was to gain individuals' insight on the awareness and attitudes/perceptions of affordable housing in the City of Harrisonburg, Rockingham County, and surrounding locations. The research questions specifically targeting the awareness and attitudes/perceptions of affordable housing are RQ1 and RQ3. It was not only important to identify the overall awareness of affordable housing in the City of Harrisonburg, Rockingham County, and surrounding locations, but also their perceptions of the idea itself. By providing Wong with feedback regarding individuals' awareness and attitudes/perceptions of affordable housing, he hopes to communicate the positive aspects of affordable housing.

Another goal of Wong's was to gain insight on individuals' awareness and attitudes/perceptions of HRHA in the City of Harrisonburg, Rockingham County, and surrounding locations. The research questions specifically targeting the awareness and attitudes/perceptions of HRHA are RQ2 and RQ4. A priority for Wong is to not only create a positive image for affordable housing, but also for the organization itself. By providing Wong with feedback regarding individuals' awareness and attitudes/perceptions of HRHA, he will be able to communicate how people benefit from the organization and how many people they help in the community.

In addition, the last research question was created to find the level of NIMBYism in the City Harrisonburg, Rockingham County, and surrounding locations. The research question specifically targeting NIMBYism was RQ5 to determine if there is a high or low level of NIMBYism in the area. HRHA can use the feedback provided regarding NIMBYism to find ways to potentially eliminate most negative stigmatism regarding affordable housing in the area.

In addition, three hypotheses were created to gain insight on why people in the area had a certain level of NIMBYism. H1A was aimed to find if household income was a factor that influenced residents perception. Households that make a large income may feel more defensive over sharing their neighborhood with residents utilizing affordable housing, who make a much lower income than them. It is important to understand if residents in the City of Harrisonburg and Rockingham County base their level of NIMBYism off of how much money they make. H1B focused on housing ownership and whether that affected homeowners level of NIMBYism. Housing ownership was measured because there is a fear that public or subsidized housing will bring down the value of homes in a neighborhood or increase crime rates. This could prove to be unfavorable for residents who choose to buy homes in a neighborhood where affordable housing exists. H1C primarily focused on the level of influence an individual's political preference has on their level of NIMBYism. There could be a connection between a certain political party pushing for NIMBYism and it is important to find out if political ties are impacting affordable housing perceptions in the area.

Research Questions and Hypothesis

Effects of NIMBYism in the Community

NIMBYism creates division in neighborhoods, providing a possible reason as to why the introduction of affordable housing becomes so arbitrary. According to Matthews (2014), one of the main reasons that individuals do not want new residents moving into their community is due to the opposition of various social classes. As new residents enter a community, current residents fear these individuals will be a threat to their social identity. Along with that, current residents feel as if their neighborhood will become too diverse (Matthews et al., 2014). According to Koebel, Lang, and Danielson (2004) residents feel that the effect NIMBYism has on communities is negative for a variety of reasons. The primary reason being that affordable housing causes a decrease in their home value. Along with that, residents also feel that new community members benefiting from affordable housing will bring more crime, traffic, noise, and congestion to their neighborhood (Koebel et al., 2004). This research is relevant to the hypothesis because the researchers assume that household income could be one of the main causes of NIMBYism.

H1A: Household income has an influence on the level of NIMBYism.

Attitudes and Perceptions on Affordable Housing Stereotypes

According to Motley and Perry (2013), affordable housing stereotypes are a function of prior knowledge and diversity-seeking tendencies that have not changed for decades. For example, families who are the prime applicants for socially-assisted housing accommodations are the focus of dispute, resentment and a whole set of negative attitudes which set them apart from others (Motley & Perry, 2013). Affordable housing residents are perceived to be predominantly ethnic people, specifically African American, the unemployed, and single mothers with numerous children. The stigmatization of the poor also lends the idea that people are poor due to their own fault and, therefore, are "undeserving" and not worthy of assistance (Nguyen, et al., 2013). When HRHA started to implement affordable housing in Harrisonburg and Rockingham County, existing residents would not let certain minorities in because they felt unsafe (Wong, 2019). They also did not like how people living in those affordable homes were leaving trash and unwanted items outside. However, HRHA has a good reputation for helping the homeless. It is affordable and also maintains good relationships with the Gus Bus, City Officials, and the Workforce Investment Board for Employment (Wong, 2019). The researchers created the following research questions to further identify what specific perceptions have been created on affordable housing and HRHA within the community.

RQ1: What are the perceptions of affordable housing in the City of Harrisonburg and Rockingham County?

RQ2: What are the perceptions of HRHA in the City of Harrisonburg and Rockingham County?

Level of Awareness of Affordable Housing

According to Scally (2012), NIMBYism is found to be the strongest in the suburbs, where individuals are not in close proximity to minorities. They believe minorities and high poverty communities have an affect on services and amenities in their area, while they also amplify disadvantages their area may have. It it also believed that affordable housing attracts criminal activity. (Scally, 2012). According to Michael Hankinson (2018), wealthy homeowners are not as open to new housing for a variety of reasons. New housing means that new residents are going to be moving into the neighborhood. With new residence comes more noise, congestion, and competition for nearby public goods, such as parking spaces and local parks. Finally, residents may be concerned about the demographics of the new arrivals themselves. One of the reasons for this is that new housing is considered to be more affordable than the current stock will attract less wealthy and likely more racially diverse residents. The rising concern about "outsiders" is the fact that they are unfamiliar with neighborhood norms, which may result from racism or the belief that diversity will lower property values (Hankinson, 2018). On a macro level, new housing has a negative effect on the value of homes. Owning a home is typically one's largest asset, and it is also viewed as one's largest investment. Consequently, lower prices threaten the long-term expectation that one's home value will increase above the rate of inflation (Hankinson, 2018). The researchers created the following research questions to further identify the level of awareness of affordable housing and HRHA among Harrisonburg and Rockingham County residents in order to understand what they would need to do in order to help the community better understand what affordable housing is and what the organization does.

RQ3: What is the level of awareness of affordable housing in Rockingham County?

RQ4: What is the level of awareness of HRHA in the city of Harrisonburg and Rockingham County?

Level of Awareness of NIMBYism

When analyzing NIMBYism, there is one common reason why people are fearful of affordable housing coming into their neighborhoods. According to Badger (2018), the major issues surrounding affordable housing developments does not fall among Democratic and Republican Party lines, but rather are divided among those who own homes versus those who do not (Badger, 2018). This fear comes from idea that the introduction of public and subsidized housing will bring down the value of homes and possibly increase crime rate (Pendall, 1999). Therefore, those whose assets lie within their property value, tend to have more concerns over what will be built or brought to their neighborhoods. The demographics that make up homeowners and renters brings in a larger issue that may need to be addressed. According to Cillufo, Geiger, and Fry (2017), demographic groups like young adults, non-whites, and the less-educated are more likely to rent than others. More specifically in 2016, they found that 58 percent of black and 54 percent of Hispanic households were renting compared to 28 percent of white households (Cilluffo et al., 2017).

This is important to note because in the United States, homeownership is a major asset and a form of wealth that continues to gain value and can be passed through generations. With the housing gap being this large, we can see the significance of how ideals and views may fall when closely analyzing the demographic groups behind renting and owning. This research is relevant to our hypothesis because the researchers believe there is a tie between home ownership and NIMBYism. The researchers created the following hypothesis and research question to further understand which demographic groups are more or less supportive of affordable housing.

H1B: Housing ownership has an influence on the level of NIMBYism.

RQ5: What is the level of NIMBYism in the City of Harrisonburg and Rockingham County?

Effects on the Increase of Minority Communities and Affordable Housing

Affordable housing has become home to a disproportionate share of ethnic minorities, typically immigrants who have entered as 'guest' workers or citizens of former colonies (Carter, Schill, & Wachter, 1998). Along with immigrants, blacks and Hispanics generally have lower incomes and higher rates of poverty, leaving those minority groups no choice but to reside in affordable housing complexes (Massey & Rugh, 2017). With the increase of minority communities utilizing affordable housing, new policies and programs have been implemented to promote desegregation and increase in socioeconomic mobility for minorities. In housing markets that discriminate on the ability to pay, access to advantaged residential environments can be achieved either by subsidizing the cost of housing for low-income families or by making affordable units more abundant within affluent communities (Massey & Rugh, 2017). Regarding political affiliations, there is a partisan divide between the City of Harrisonburg and Rockingham County, which results in the city being more Democratic, while the county is more Republican. (U.S. Census Bureau, 2017). This research is relevant to our hypothesis because the researchers assume that political preference has an impact on perceptions of affordable housing. The researchers developed this hypothesis to understand which political parties are more or less supportive of affordable housing.

H1C: Political preference has influence on the level of NIMBYism.

Measurements

Awareness of Affordable Housing

Awareness was used to measure how aware individuals are of affordable housing in the City of Harrisonburg and Rockingham County. Affordable housing is defined as "you're spending less than 30 percent of your post-tax income on housing". The Department of Housing and Urban Development indicates that families paying more than 30 percent are considered "cost burdened, and may have difficulty affording necessities such as food, clothing, transportation, and medical care." (Elkin, 2017). Individuals in Harrisonburg and Rockingham County may know what affordable housing is, but might not know it exists in their area. Two general multiple choice questions were used at the beginning of the survey to measure whether individuals know the average age range of individuals who utilize affordable housing the most, along with which gender utilizes it the most.

The first question asked, "Which age group utilizes the affordable housing the most?". The second question used to measure the level of awareness of affordable housing in the City of Harrisonburg and Rockingham County asked "Which gender do you think utilizes affordable housing the most?"

Attitudes/Perceptions Towards Affordable Housing

Attitudes and perceptions was used to measure how individuals in Harrisonburg and Rockingham County view affordable housing, whether that be positively or negatively. This variable shows whether people generally support or oppose the idea of affordable housing.

The first question asked the respondent "How do you feel about providing more affordable housings in Harrisonburg?" This was measured through a five point likert scale with one being oppose and five being support. The second question used to measure the level of awareness of affordable housing in the city of Harrisonburg and Rockingham County asked "How would you feel about someone living in affordable housing in your neighborhood?" This question was a series of three semantic-differential scales which were ranked from one through five, one being the most negative and five being the most supportive; and listed from negative to positive, unpleasant to pleasant, and unfavorable to favorable. Then, the questions got more specific and went into detail about the type of building, number of units, height of building, etc. The first specific question asked what share of units should be available for low-income residents. This question included the definition of low-income residents, which is defined as "individuals who make less than 80 percent of the average median income" (Inclusionary Housing, 2016). Going off of the previous question, individuals who took the survey were asked how tall they think affordable housing building should be and how many units it should have. Lastly, individuals were asked how they think land not being utilized by affordable housing should be used. The initial Cronbach Alpha scores for attitudes and perceptions towards affordable housing was .929, without revision.

NIMBYism in Harrisonburg and Rockingham County

NIMBYism or "Not in my Backyard" was used to measure how resistant people in Harrisonburg and Rockingham County are to the idea of affordable housing in regard to their own home. The first question measuring attitudes included three semantic-differential scales with similar adjectives to measure how someone would feel about an individual utilizing affordable housing in their neighborhood. Another multiple choice question was included, regarding how close in proximity someone would prefer affordable housing to be to them, which included the number of miles and time it would take to walk to said location. To find the level of NIMBYism in the City of Harrisonburg and Rockingham County a simple t-test was run to compare the survey results between the City of Harrisonburg and Rockingham County.

Awareness of HRHA

Awareness of HRHA was also chosen as a concept to be measured. This concept was measured through two yes/no questions. The first question asked individuals whether they had heard of HRHA before. The second yes/no question asked whether individuals have accessed their online website. HRHA has two Facebook pages, but have not been posted in since 2016 (Wong, n.d.). We suspected this could minimize their outreach to multiple demographic groups and result in minimal number of people accessing their website. To find the level of awareness of HRHA in the City of Harrisonburg and Rockingham County level of awareness was analyzed through four questions. Frequency and chi-squared tests were conducted. The first question asked respondents "Have you heard of Harrisonburg Redevelopment & Housing Authority (HRHA) before?" The second question was a series of three semantic-differential scales ranging from negative to positive, unpleasant to pleasant, and unfavorable to favorable with one being the most negative and five being the most positive. This question asked respondents "How do you perceive HRHA in the community?" The third question asked respondents "Have you ever accessed HRHA online?" Respondents had the option to choose "yes" or "no". The fourth asked respondents "If so which online channel did you come across them on?". Respondents were given an three options with different social media preferences.

Attitudes/Perceptions Towards HRHA

Attitudes and perceptions towards HRHA were measured through one semantic-differential scale question and three Word-of-Mouth intentions, semantic-differential scales. The semantic-differential scale question included three scales with similar adjectives asking how individuals perceive HRHA. The goal was to find out whether individuals in the city of Harrisonburg and Rockingham County affirm this to be true about HRHA and what they think of the organization as a whole. The initial Cronbach Alpha scores for attitudes and perceptions towards HRHA was .964 without revision.

Word of Mouth Intentions

Word-of-Mouth Intentions were measured through semantic-differential scales, which included statements regarding how likely an individual would talk in a positive manner about HRHA to someone. HRHA has a mission to "Promote adequate and affordable housing, economic opportunity and a suitable living environment free from discrimination; and to foster redevelopment of blighted areas to ensure the economic, social and housing vitality of our community."(HRHA, n.d.). The initial Cronbach Alpha scores for Word-of-Mouth intentions was .918 without revision. Three different statements that focused on the Word-of-Mouth intentions measured perceptions of HRHA in the City of Harrisonburg and Rockingham County. These three statements were analyzed through three different five-point likert scales all ranging from strongly disagree to strongly agree.

Methodology

A survey was used to gather the primary research. It was distributed through two Facebook pages titled, "Harrisonburg Parent to Child Care Connection" and "Harrisonburg Yard Sale". Wong and McCarty also distributed the survey to HRHA's contact list and City Government Officials. After gathering results, we ran various tests to determine the validity of the data collected. The survey required that a minimum of 150 participants completed it, while 430 responses were recorded. The goal of the survey was to provide results showing what people in the City of Harrisonburg, Rockingham County, and surrounding areas think of affordable housing and HRHA and Word-of-Mouth intentions. The survey was created using the Qualtrics system through JMU. The data was analyzed on SPSS software. The overall research did not require funding and it was done using human participants whose personal information will not be disclosed.

Sampling Method

Participants of this study were local community members of various demographic groups. After receiving permission from the administrators of two Facebook pages, the survey was posted and was made available to all individuals in the groups. One of the Facebook pages the survey was posted in was a Harrisonburg page primarily consisting of mothers titled "Harrisonburg Parent to Child Care Connection". The second Facebook group is titled "Harrisonburg Yard Sale" where community members can sell their belongings. Wong and McCarty distributed the email to government city officials and their primary HRHA email list. The sampling method chosen for this survey was convenience sampling. By using convenience sampling, our survey was easily accessible for participants in the Facebook groups and through email. A drawback of convenience sampling was the possibility for biased responses. If the data was analyzed incorrectly, it could have lead to sampling errors. These limitations may have lead to a false evaluation of the study.

We created a survey through JMU Qualtrics to help collect our data and used SPSS to analyze it after participants had taken the survey. Each individual in the Facebook groups received a notification that the survey was posted in their group. Diverse demographic groups were chosen in hope to measure all of our concepts among people of different race, socioeconomic class, education level, political affiliation, regions of Harrisonburg/ Rockingham County, and surrounding areas. These participants were asked questions that measured their attitudes towards affordable housing, attitudes and perceptions towards HRHA, and Word-of-Mouth Intention.

Results

Gender

There were a total of 430 survey respondents who took the administered survey. All demographic questions conducted through frequency tests. Based on the responses, 65.8% (N=208) of respondents were female; 30.1% (N=95) of respondents were male; 2.2% (N=7) respondents were "other".

Age

The average age of respondents was 45 years old, with a standard deviation of 13 years. The ages were then grouped to better analyze the participants of the survey questions below. The age group between 21-30 comprised 15.7% (N=50) of the respondents. The age group between 13-40 comprised 25% (N=79) of the respondents. The age group between 41-50 comprised 19.3% (N=70) of the respondents. The age group between 51-60 comprised 17.6% (N=63) of the respondents. The age group between 61-70 comprised 10.7% (N=35) of the respondents. The age group between 71-77 comprised 2.4% (N=6) of the respondents.

Ethnicity

Analyzing the results for ethnicity showed, White 90.8% (N=286); Hispanic or Latino 2.9% (N=9); American Indian or Alaska Native .6% (N=2); Black or African American .6% (N=2); Other 3.2% (N=10).

Political Affiliation

Looking at political affiliation, 9.8% (N=31) identified as Republican; 47.8% (N=151) identified as Democratic; 19.9% (N=63) identified as independent; 9.5% (N=30) identified as an other political affiliation; and 11.1% (N=35) preferred not to identify with a political party.

Education Level

Education was further broken down into categories to better understand the level of education our survey participants had. High school 1.9% N(=6); some college 8.6% (N=27);2 year degree 3.8% (N=12); 4 year degree 29.2% (N=92); Professional degree 3.2% (N=10); Doctorate 22.2% (N=70); Masters 29.2% (N=92); Other .3% (N=1); Prefer not to say 1% (N=3).

Place of Residency

Place of residency showed more individuals reside in the City of Harrisonburg 59.7% (N=188) compared to; Rockingham County 33% (N=104); Other 7% (N=22).

Employment

Employment showed that a majority of individuals were considered 'Employed respondents' 98.1% (N=309) compared to; Unemployed respondents 1.3% (N=4).

Income

Income levels were measured categorically categorized into nine different categories and participants had an option to not respond. Less than $30,000 7% (N=22); $30,000-$39,999 16.8% (N=53); $40,000-$49,999 10.5% (N=33); $50,000-$59,999 10.8% (N=34); $60,000=$69,999 10.5% (N=33); $70,000-$79,999 8.9% (N=28); $80,000-$89,999 6% (N=19); $90,000-$99,999 3.8% (N=12); $100,000+ 16.2% (N=51); Prefer not to say 8.6% (N=27). A majority of participants fell under the $40,000-$49,000 and $100,000 pay range.

Number of Individuals in Households

There were five options for participants to pick for their household residency: One resident 14.9% (N=47); Two residents 36.5% (N=115); Three residents 22.2% (N=70); Four residents 17.1% (N=54); More than four residents 8.3% (N=26); Prefer not to say 1% (N=3). Most individuals fell under 'Two resident' household.

Martital Status

Looking at marital status, a majority of participants answered with Yes, respondents are married 70.2% (N=221); No, respondents are not married 28.9% (N=91). Yes, the respondents have children 64.8% (N=204); No, the respondents do not have children 34.9% (N=110). In addition, they were asked how many children they had if any, which resulting in a mean of 2.1 with a standard deviation of .93 (N=203). One child 18.4% (N=58); Two children 27.3% (N=86); Three children 12.4% (N=39); More than three children 6.3% (N=20). Most participants who took the survey were married and have at least two children.

Homeowners vs Renters

Evaluating homeownership showed that a majority of participants answered, Yes, the respondents own their own house 72.7% (N=229); No, the respondents do not own their own house 27% (N=85). Most participants were homeowners.

Preferred News Source

Regarding participants preferred news source, six scales were presented, each being a five-point likert scale having them rate how much they prefer to use each news source presented: Other had a mean of 3.87 with a standard deviation of 1.31 (N=76). Not preferred at all 3.2% (N=10); Somewhat preferred .3% (N=1); Neutral 2.2% (N=7); Preferred 9.2% (N=29); Extremely preferred 9.2% (N=29). Newspapers had a mean of 3.02 with a standard deviation of 1.33 (N=310). Not preferred at all 19% (N=60); Somewhat preferred 16.5% (N=52); Neutral 18.4% (N=58); Preferred 32.1% (N=101); Extremely preferred 12.4% (N=39). Word-of-Mouth had a mean of 2.85 with a standard deviation of 1.15 (N=305). Not preferred at all 15.6% (N=49); Somewhat preferred 20.6% (N=65); Neutral 27.3% (N=86); Preferred 29.2% (N=92); Extremely preferred 4.1% (N=13). Mainstream media had a mean of 2.66 with a standard deviation of 1.35 (N=309). Not preferred at all 30.5% (N=96); Somewhat preferred 13.3% (N=42); Neutral 19.7% (N=62); Preferred 28.3% (N=89); Extremely preferred 6.3% (N=20). Social media had a mean of 2.65 with a standard deviation of 1.35 (N=310). Not preferred at all 29.8% (N=94); Somewhat preferred 16.2% (N=51); Neutral 17.8% (N=56); Preferred 27.9% (N=88); Extremely preferred 6.7% (N=21). Corporate newsletters had a mean of 1.77 with a standard deviation of .998 (N=302). Not preferred at all 54.9% (N=173); Somewhat preferred 14.6% (N=46); Neutral 20% (N=63); Preferred 6.3% (N=20); Extremely preferred 0% (N=0).

The concept of Not-In-My-Backyard or also known as NIMBYism was measured through a series of five questions. These five questions were phrased hypothetically to gain participant's attitudes towards affordable housing and their personal opinions towards a new building being built to house those in affordable housing. These questions measuring NIMBYism were: "How close would you like to live to affordable housing; What share of units should be affordable to low-income residents; How tall should the building be; How many total units should the building have; if the housing authority doesn't plan to build affordable housing, how should the land be used?"

Proximity to Affordable Housing

The first question: "How close would you like to live to affordable housing" had a mean of 2.29 with a standard deviation of 1.24 (N=311). This question was further broken down into into five categories: ⅛ mile (2 minute walk) 30.5% (N=96); ½ mile (10 minute walk) 34.6% (N=109); 1 mile (20 minute walk) 18.7% (N=59); 2 miles (40 minute walk) 4.8% (N=15); farther than 2 miles 10.2 (N=32). Most individuals preferred to be ½ mile away from affordable housing.

Share of Units

The second question: "What share of units should be affordable for low-income residents" had a mean of 3.05 with a standard deviation of 1.12 (N=313). This question was further broken down into five categories: none 2.2% (N=7); ¼ of the units 34% (107); ½ of the units 38.7% (N=122); ¾ of the units 5.4% (N=17); all of the units 19% (N=60). Most participants preferred that ½ of the units should be utilized for low-income residents.

Height of Building

The third question: "How tall should the building be" had a mean of 2.03 with a standard deviation of .864 (N=311). This question was further broken down into five categories: Two stories 26.3% (N=83); Three stories 49.5% (N=156); Six stories 18.4% (N=58); Twelve stories 2.2% (N=7); More than twelve stories 2.2% (N=7). Most participants preferred that the building be three stories.

Total Units

The fourth question: "How many total units should the building have" had a mean of 2.52 with a standard deviation of 1.37 (N=309). This question was further broken down into five categories: 1-12 units 29.8% (N=94); 13-24 units 24.1% (N=76); 25-36 21.9% (N=69); 37-48 units 7.9% (N=25); More than 48 units 14.3% (N=45). Most participants preferred that 1-12 units should be utilized for affordable housing.

Usage of Land

The fifth question: "If the housing authority doesn't plan to build affordable housing how should the land be used" had a mean of 3.96 with a standard deviation of 1.76 (N=302). This question was further broken down into four categories: Parking lot 3.5% (N=11); Sell to a private investor 31.4% (N=99); Open field 26.3% (N=83); Other 34.6% (N=109). Most participants preferred that the land should be used for something other than the choices provided. In Figure 6, the level of NIMBYism based on location is represented.

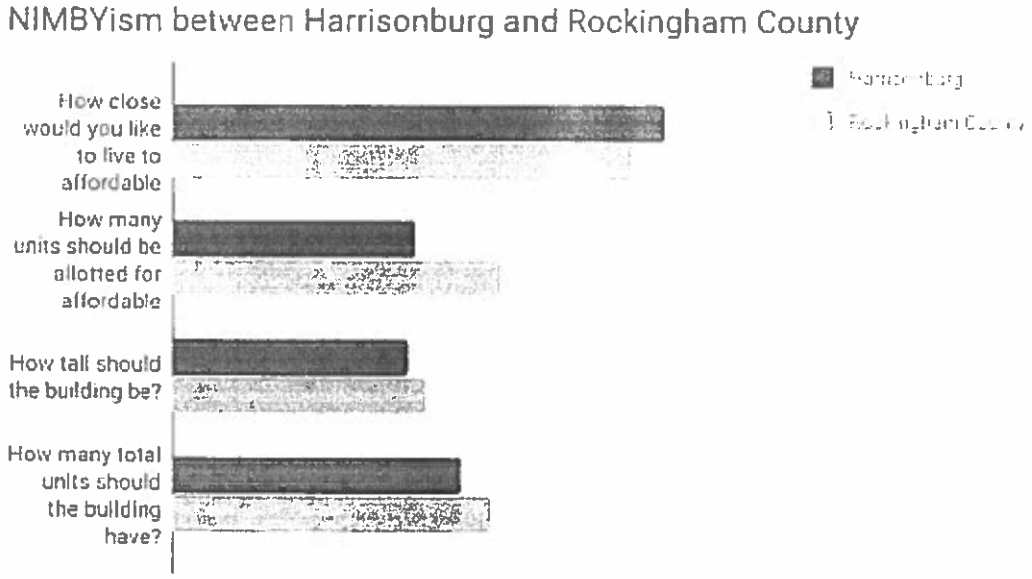


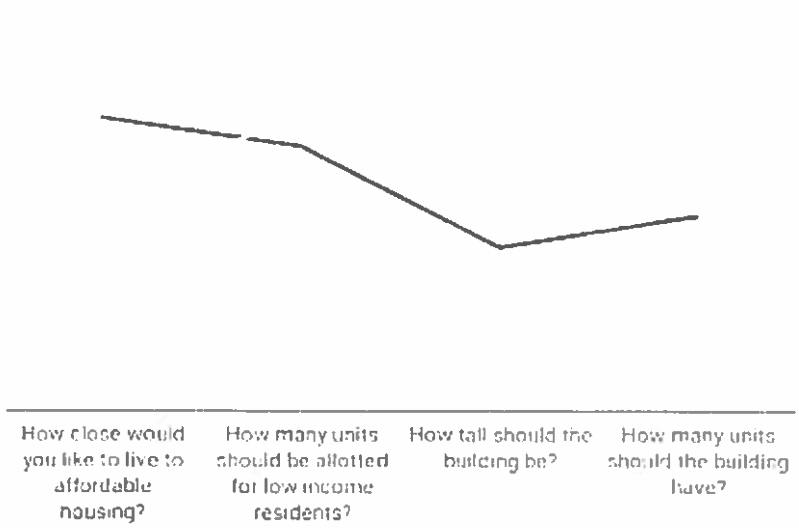
Figure 6: Level of NIMBYism Based on Location

H1A: Household income has an influence on the level of NIMBYism.
To find out whether or not household income has an influence on the level of NIMBYism correlation test was conducted. A significance level of .002 with $r(283) = -.18$, $p < .01$. A negative correlation between household income and the level of NIMBYism was concluded.

H1B: Housing ownership has an influence on the level of NIMBYism.
To find out whether or not housing ownership has an influence on the level of NIMBYism or not, a one-way ANOVA test was conducted. Homeownership had a higher level of NIMBYism (m= 2.38, sd=1.21); than the non-homeowner (m= 2.02, sd=1.182), $F(1, 310) = 5.21$, $p < 0.005$.

H1C: Political preference has influence on the level of NIMBYism.
In order to find out whether political affiliation has influence on the level of NIMBYism a one-way ANOVA test was conducted. The Republican (m=3.0, sd=1.39); while the Democratic (m=2.07, sd=1.053); the Independent (m=2.29, sd=1.237); and the "other" affiliation (m=2.24, sd=1.48), $F(3, 271) = 5.198$, $p < 0.005$. From these results, it was concluded that there is a positive correlation between political preference and the level of NIMBYism. It was found that Republicans have less favorable attitude towards affordable housing than Democrats and Independents. Surprisingly, there was no partisan significance in regards to the total number of units allotted for affordable housing. In regards to how the plot of land was to be used, all responses were distributed somewhat evenly between the political affiliations. In Figure 7, the correlation of NIMBYism between republicans and democrats is shown.

Political Preference has an influence on NIMBYism



Research Questions

RQ1: What are the perceptions of affordable housing in the city of Harrisonburg and Rockingham County?
To find the perceptions of affordable housing in Harrisonburg and Rockingham County through a series of two questions. People generally felt positively about providing more affordable housing in Harrisonburg (m= 4.35, sd= 0.99), (N=315). The first question was further analyzed: One 2.2% (N=7); Two 4.4% (N=14); Three 11.1% (N=35); Four 21% (N=66); Five 61.3% (N=193).
Further analyzing the results, negative to positive had a mean of 3.90 with a standard deviation of 1.03 (N=312). This question was further analyzed: One 2.2% (N=7); Two 6.3% (N=20); Three 25.4% (N=80); Four 29.8% (N=94); Five 35.2% (N=111). Unpleasant to pleasant had a mean of 3.81 with a standard deviation of 1.01 (N=306). This question was further analyzed: One 1.6% (N=5); Two 6.3% (N=20); Three 31.1% (N=98); Four 27.9% (N=88); Five 30.2% (N=95). Unfavorable to favorable had a mean of 3.85 with a standard deviation of 1.05 (N=309). This question was further analyzed: One 2.5% (N=8); Two 6.7% (N=21); Three 27% (N=85); Four 28.6% (N=90); Five 33.3% (N=105).

From these results it was found that Harrisonburg City residents had a more favorable attitude, (m = 4.08, sd = 0.89) than Rockingham County residents (m = 3.80 , sd = .0.99), $F(2, 313) = 3.18$, $p < 0.05$. was 4.08 with a standard deviation of .89; the mean for Rockingham County 3.80 with a standard deviation of .99; and the "other" category has a mean of 3.85 and a standard deviation of .99, with an F-value of 2.313 = 3.18 with a p-value <.05. We were able to conclude from these results that both the City of Harrisonburg and Rockingham County were all positive about affordable housing with a group mean of 3.97 and a standard deviation of .93. In detail, Harrisonburg City residents showed more favorable attitudes than those of Rockingham County and those who did not live in either the City of Harrisonburg or Rockingham County.

RQ2: What are the perceptions of HRHA in the City of Harrisonburg and Rockingham County?
The average mean score for Word-of-Mouth intentions was 3.52 with a standard deviation of .82 (N=203).

The first statement was "I would say nice things about HRHA to other people" and had a mean of 3.49 with a standard deviation of .852 (N=203). This statement was further analyzed: Strongly disagree 21.9% (N=69); Disagree 7.6% (N=24); Neutral 22% (N=7); Agree 1% (N=3); Strongly agree 31.7% (N=69).

The second statement was "I would talk positively about HRHA to my friends" and had a mean of 3.49 with a standard deviation of .886 (N=203). This statement was further analyzed: Strongly disagree 2.2% (N=7); Disagree 2.9% (N=9); Neutral 27.9% (N=88); Agree 23.8% (N=75); Strongly Agree 7.6% (N=24).

The third statement was "I would recommend HRHA to others" had a mean of 3.57 with a standard deviation of .912 (N=203). This question was further analyzed: Strongly disagree 1.9% (N=6); Disagree 2.9% (N=9); Neutral 26.7% (N=84); Agree 22.9% (N=72); Strongly agree 10.2% (N=32). From these results it was concluded that there was no statistical difference between the perception of HRHA in the City of Harrisonburg and Rockingham County.

RQ3: What is the level of awareness of affordable housing in Harrisonburg and Rockingham County?

To find the level of awareness of affordable housing in the City of Harrisonburg and Rockingham County two simple questions were asked. The first question asked, "Which age group utilizes the affordable housing the most?", which had a mean of 3.49 with a standard deviation of 1.89 (N=314). This question was further broken down into seven categories: younger than 18 3.8% (N=12); 18-25 8.6 (N=27); 26-35 38.4% (N=121); 36-45 13.3% (N=42); 46-55 5.4% (N=17); 56-65 6.7% (N=21); Over than 65 23.5% (N=74).

The second question used to measure the level of awareness of affordable housing in the City of Harrisonburg and Rockingham County asked "Which gender do you think utilizes affordable housing the most?" and had a mean of 1.91 with a standard deviation of .29 (N=314). Male was chosen 9.2% (N=29) and female was chosen 90.5% (N=285).

From these results, a frequency test was run to obtain the mean, 3.98; and standard deviation .94 to better understand the level of awareness of affordable housing in the City of Harrisonburg and Rockingham County. These results concluded that people are more aware than unaware of affordable housing in the City of Harrisonburg and Rockingham County.

RQ4: What is the level of awareness of HRHA in the City of Harrisonburg and Rockingham County?

To find the level of awareness of HRHA in the City of Harrisonburg and Rockingham County level of awareness was analyzed through four questions. Frequency and chi-squared tests were conducted. The first question asked respondents "Have you heard of Harrisonburg Redevelopment & Housing Authority (HRHA) before?" and had a mean of 1.48 with a standard deviation of .795 (N=315): yes 64.4% (N=203); no 29.2% (N=92); Not sure 6.3% (N=20).

The second question was a series of three semantic-differential scales ranging from negative to positive, unpleasant to pleasant, and unfavorable to favorable with one being the most negative and five being the most positive. This question asked respondents "How do you perceive HRHA in the community?" Negative to positive had a mean of 3.77 with a standard deviation of 1.00 (N=201). This question was further broken down: One 1.6% (N=5); Two 2.9% (N=9); Three 22.9% (N=72); Four 18.1% (N=57); Five 18.4% (N=58). Unpleasant to pleasant had a mean of 3.66 with a standard deviation .967. This question was further broken down: One 1.6% (N=5); Two 2.9% (N=9); Three 25.4% (N=80); Four 18.4% (N=58); Five 14.6% (N=46). Unfavorable to favorable had a mean of 3.73 with a standard deviation of 1.01 (N=200). This question was further broken down: One 2.2% (N=7); Two 2.5% (N=8); Three 21.9% (N=69); Four 20.3% (N=64); Five 16.5% (N=52).

The third question asked respondents "Have you ever accessed HRHA online?" and had a mean of 1.86 and a standard deviation of .346 (N=202): Yes, 8.9% (N=28); No 55.2% (N=174).

The fourth question asked respondents "If so which online channel did you come across them on?" and had a mean of 2.04 and a standard deviation of .331 (N=28). This question was further broken down: Facebook .3% (N=1); Website 7.9% (N=25); Other .6% (N=2). In conclusion, approximately 65% of individuals are aware of HRHA regardless of where they live.

RQ5: What is the level of NIMBYism in the City of Harrisonburg and Rockingham County?

The first question asked respondents "How close would you like to live to affordable housing?" and had a mean of 2.01 with a standard deviation of 1.06 (N=184); Rockingham County had a mean of 2.72 with a standard deviation of 1.35 (N=104). The second question asked respondents "What share of units should be affordable for low-income residents?" and had a mean of 3.06 with a standard deviation of 1.13 (N=186); Rockingham County had a mean of 2.99 with a standard deviation of 1.11 (N=104). The third question asked respondents "How tall should the building be?" and had a mean of 1.95 with a standard deviation of .785 (N=185); Rockingham County had a mean of 2.11 with a standard deviation of .873 (N=103). The fourth question asked respondents "How many total units should the building have?" and had a mean of 2.39 with a standard deviation of 1.34 (N=184); Rockingham County had a mean of 2.65 with a standard deviation of 1.40 (N=103). The fifth question asked respondents "If the housing authority doesn't plan to build affordable housing how should the land be used?" and had a mean of 4.10 with a standard deviation of 1.76 (N=181); Rockingham County had a mean of 3.73 with a standard deviation of 1.73 (N=99). From these results it was concluded that the citizens of Harrisonburg would be more willing to live closer to affordable housing and have a lower level of NIMBYism than citizens of Rockingham County.

Limitations

In future research, it would be beneficial to ask questions on the survey regarding race. Although we asked if participants believed a certain gender or age group utilizes affordable housing more, we failed to phrase this question to ask about race. Having the data for this could help us have a better understanding of the biases participants possibly hold. It is also important to note that a majority of respondents (90.8%) were white although the demographic make-up of Harrisonburg City and Rockingham county is 78%.

The primary limitation that was tackled throughout working with HRHA is the concept of NIMBYism present in the communities. It will be difficult to collect accurate data representing the belief of these individuals on various occasions in the future. Our data collection is limited to a wide range of individuals, however within restricted demographics. By using Facebook as our primary platform for the surveys, we are restricting our participants to a base financial status in order to participate. This does not allow individuals without access to the Facebook pages to participate in the survey. Although the implications for our research are minor, they should be considered when collecting data to avoid skewing the results. We want to avoid this in order to report our findings ethically and accurately.

Practical Implications

There are several implications that can be analyzed from the survey research results. In this section, only the most significant findings will be recognized.

1. According to the primary research findings, there is no major tie to NIMBYism. Around 30 to 35 percent of participants answered that they would not mind living 2 to 10 minutes away from affordable housing.
2. Homeowners were less favorable of affordable housing.
3. Republicans were less favorable of affordable housing.
4. The City of Harrisonburg is mostly favorable of affordable housing.
5. A majority of participants are aware of affordable housing.
6. According to the qualitative research, most participants were unaware of what services HRHA provides.

SWOT Analysis

S Strengths

- Federally funded
- Relationship with Harrisonburg City Government
- Partnerships with other non-profits

W Weakness

- Website and online presence
- Issues with landlords
- Weak relationship with community members

O Opportunities

- Utilize the support from people supporting affordable housing
- Residents showed positive attitudes (62%)
- Reach new key publics
- Rockingham County does not show completely negative attitudes towards affordable housing

T Threats

- Republican views on affordable housing
- Homeowners prefer to be further away from affordable housing
- Lack of awareness of how affordable housing affects their neighbors

- HRHA is federally funded.
    - HRHA is a subset of Title 36 Code of Virginia, this provides HRHA with government funding to compensate for rent and other services offered to their tenants (Wong, 2019).
- HRHA owns various properties throughout the Harrisonburg community and rents the properties to local businesses, gaining revenue to house more tenants (Wong, 2019).
    - This is a major strength for HRHA because money is not a factor in whether they can continue supplementing the cost of housing.
- HRHA has a continually growing relationship with the City Government including meetings with City Officials every week or two (Wong, 2019).
    - This relationship allows HRHA and the City Officials to have a transparent understanding of the activities of HRHA (Wong, 2019).
- HRHA has various partnerships with non-profit organizations throughout Harrisonburg and Rockingham County.
    - They have partnered with the Gus Bus and the Workforce Investment Board for Employment (Wong, 2019). These partnerships HRHA has participated in can portray them to have a positive presence in the community.

- HRHA lacks consistent social media use.
    - HRHA is lacking in their online presence and website quality. HRHA's website does not effectively use grid layout or whitespace in terms of design elements, giving the viewer an overwhelming experience. The site may be hard to navigate because of its visual appearance. Many companies today reach a wide range of audiences through their use of social media sites such as Facebook, Instagram, and Twitter. (Research Report, P8).
- HRHA continues to combat sexual harassment between landlords and tenants.
    - Once a case is reported, all tenants residing in the property must move out to ensure safety of themselves. The move of these tenants puts a great strain on HRHA, since there is already a lack of allotted housing and landlords. (Research Report, P10).
- HRHA lacks a strong relationship with community members.
    - The community members' unawareness of HRHA and their services makes it easy for people to correlate HRHA with a "Not In My Backyard" mentality.

Opportunities

- Use groups who support affordable housing to spread awareness of what HRHA does.
    - 65% of respondents showed positive attitudes towards affordable housing. HRHA could utilize this group as a way to spread positive sentiments through Word-of-Mouth tactics toward publics that see affordable housing as negative. (Primary Research Report, P16).
- Potential to close the gap of negative stigmatism on affordable housing.
    - With the knowledge that a majority of the community sees affordable housing as a positive idea, HRHA may be able to further close the gap on the negative narratives of affordable housing. (Primary Research Report, P17).
- HRHA has the opportunity to foster a better community relationship by reaching their new key publics which include: JMU community, families in Harrisonburg, and families in Rockingham County.
    - These groups make a large part of the Harrisonburg and Rockingham County area and utilizing these key publics will only benefit HRHA.
- Not everyone living in the city of Harrisonburg or Rockingham County are opposed to affordable housing.
    - This gives HRHA the opportunity to make a lasting positive impression on these community members (Primary Research Report, P17).

Threats

- Republicans have more negative attitudes towards affordable housing.
    - As found in our data, it shows that those whose political affiliation aligns with the Republican party have higher negative attitudes towards public housing, compared to those who identified with Democratic or Independent. This could be viewed as a threat because of the polarizing nature of the political parties in America and the possible extremists view some may impose on others. (Primary Research Report, H1C).
- Home-Owners prefer to be further from affordable housing.
    - It was also found that those who own houses (72.7%) versus those who do not own (27%) typically prefer to live further away from affordable housing. (Primary Research Report, H1B and NIMBYism questions).
- The level of awareness that community members have about affordable housing.
    - Residents may be concerned about the demographics of the new arrivals themselves. One of the reasons for this is that new housing is considered to be more affordable than the current stock and will attract less wealthy and likely more racially diverse residents.

Problem Statements:

1. There is a negative stigma homeowners have on affordable housing in the City of Harrisonburg and Rockingham County; therefore, they prefer to be further away.
2. Republicans prefer to be further away from affordable housing.

Opportunity Statements:

1. Rockingham City residents do not have entirely negative attitudes towards affordable housing.

Key Publics

HRHA has the potential to create relationships with a larger scope of individuals, including the JMU community, families in the City and Harrisonburg, along with the families in Rockingham County.

Key Publics 1: JMU Community

The JMU community is a key target public because they provide many opportunities for HRHA through organizations and events. The goal is not to change their mindset about affordable housing, but just to make them more aware of the services, so that they can share what HRHA does as an organization for people in need. JMU Faculty has an influence over students, whether that be in the classroom, clubs, events, etc. They have a level of education, higher than a student's and depending on their thoughts on affordable housing, they could have a narrative and be a huge influence on their attitudes and perceptions of affordable housing and whether they think about getting involved with HRHA, so making them aware of what they do is important. Also considering most faculty lives in the area, they are most likely to be aware of HRHA and what they do as an organization. Faculty will have a say on whether certain events are implemented on campus, so getting their approval is key. The JMU community is upper middle class with combined income exceeding $80,000, not being a particular age. We are aiming to target professors first, which then in turn will change to also targeting JMU students.

Key Publics 2: Families in City of Harrisonburg

Families in Harrisonburg are more favorable of affordable housing; therefore, they would be a great target public because they will be more willing to attend events hosted by HRHA, potentially making individuals in Rockingham County curious and opened minded about attending them as well. Families in Harrisonburg could receive information about events through the school their child goes to. They can also receive information through traditional and non-traditional media. Incorporating fun events in the organization can help to entice families to come to the events and become more involved. Families in Harrisonburg are middle class Americans with an income averaging $30,000 - $40,000. They are working class individuals who are within the age range of 30-40 years old with approximately two children in the public school system. The families that live in this demographic are primarily white, Hispanic, and Middle Eastern.

Key Publics 3: Families in Rockingham County

Families in Rockingham County are unaware of the positive impacts HRHA has on individuals in their community. It is important that they become more knowledgeable about what HRHA is and what they do, so they can start supporting affordable housing and HRHA. This can be done by organizing fun, family-friendly events within the Rockingham County School District. HRHA can also promote their cause by sending home HRHA newsletters with students and then posting on social media outlets such as Facebook and Instagram to keep them informed. Targeting the families of Rockingham County separately from the families in Harrisonburg City will be beneficial to this campaign because although they are both impacted by HRHA, Rockingham County is less informed about affordable housing. Making these families more open-minded about how affordable housing helps people will hopefully generate more interest and get more families to attend events hosted by HRHA. Families in Rockingham County are working class individuals with salaries within the range of $100,000. These are four person families with parents within the age range of 30-50 years old, with two school-aged children. The families that live in this demographic are primarily white.

Goals and Objectives

HRHA uplifts low-income families, providing them with financial assistance in all

Goal 1: Increase awareness and involvement with JMU faculty and students.

Objective 1: Increase awareness of HRHA's services among JMU students by 20% by May 2020.
Objective 2: Increase awareness of HRHA's services among JMU faculty by 30% by May 2020.
Objective 3: Increase participation in HRHA events among JMU students by 5% by May 2020.

Goal 2: Decrease the negative stigma surrounding HRHA and affordable housing.

Objective 1: Increase positive attitudes surrounding affordable housing among families with children by 20% by May 2020.
Objective 2: Increase the number of partnerships with local business by tripling the number of current partnerships by May 2020.
Objective 3: Increase awareness of affordable housing among community members without school-aged children by 35% by May 2020.

Strategies and Tactics

Slogan: "Get to Know Your Neighbor"

Primary Message: HRHA extends its hands to the community by offering housing relief to those who need it.

Secondary Message:

1. HRHA helps over 1,000 families each year pay for their housing.
2. HRHA offers more than just housing relief through partnerships with rehabilitation facilities to assimilate tenants back into the community.
3. A majority of individuals utilizing affordable housing come from some form of institution i.e. jail, mental hospitals, or have physical and intellectual disabilities or fall below the poverty line.

Rationale

We created this primary message because it is the main concept we want the target publics to take away from our campaign and disregard any negative stigma they are enduring or have in the past. HRHA provides rental assistance to individuals who may not have the ability to afford a home, serving about 1,000 families. HRHA pays 70 percent of the overall rent, while the tenants pay 30 percent of the rent. If the individuals cannot afford 30 percent of the rent, HRHA will work to get more of their rent paid for. All of HRHA's funds are through the federal government or self generated through grants and activities.

Spokesperson

Wong and a former resident of HRHA affordable housing would be the best individuals to deliver this message. Wong would be the most credible and experienced individual to provide statistics and accurate depictions regarding what HRHA does for individuals in need of affordable housing, considering he is HRHA's Executive Director. In addition, a former affordable housing resident would also be a credible source because they have the ability to share their own experiences with living in affordable housing and being in close contact with the organization itself. Topics the individual could cover are: their past work experience, why they made the initial decision to apply for rental assistance, what their experiences were like living in their home with their family, income, and how they have worked to get to the point of owning a home.

Strategy 1: Host special events with JMU social organizations.

HRHA will partner with JMU on-campus organizations, such as ICAD and IHHS to host special events. HRHA will need to have a meeting with Dr. Britt, the Director of ICAD and Rhonda Zingraff, the Director of IHHS. HRHA will work with ICAD on creating a dialogue where realtors, landlords, and residents can have intricate conversations, where they would not usually otherwise have. In order to have adequate space for the participants in the dialogue, a room in Madison Union will need to be reserved through the JMU Event Management Office. The large theater room #256 in Madison Union can fit 108 individuals and has separate chairs that can be moved into a more discussion based focus group orientation. HRHA will work with IHHS and JMU students to host two field days for children in Rockingham County Public Schools and the City of Harrisonburg Public Schools. HRHA will need to work with Rhonda Zingraff on getting the event approved. There will be games, such as tug-of-war, sack race, and water balloon. This will target both families in the City of Harrisonburg and Rockingham County and also the JMU community to get involved in events with HRHA. A spot will need to be reserved on-campus for the two day field days. Reserving a spot on the Hillside field will have to be done through JMU Virtual IEMS. Reserving the spot on the Hillside field will need to be done six weeks in advance in order to ensure they have adequate space for the event. The Madison Union Scheduling will also need to be notified of the event and all HRHA and IHHS plans on doing. If equipment and tents are necessary for the event, they will need to be reserved four weeks in advance. Although all of these tactics would be implemented in January, HRHA would start talking with IHHS in September.

Goals and Objectives to be Fulfilled: G1O1, G1O2, G1O3, G2O1, G2O3

Implementation Date: January 2020

Tactics:

1. Meet with Directors of ICAD and IHHS.

HRHA will need to be prepared to present their ideas to ICAD and IHHS separately and explain how their events could be very beneficial to all organizations involved. HRHA will need to present the timeline and ideas they have for the events. This will be targeting the JMU community to eventually implement collaborative events with ICAD and IHHS.

2. Create questions regarding affordable housing for group discussions in dialogue HRHA.

Having a dialogue session based on affordable housing would bring awareness to the topic. HRHA will need to get in touch with the Director of ICAD, Lori Britt and work on getting the dialogue approved. The group discussion will start off by an ICAD facilitator and HRHA member to talk about affordable housing in our area and what HRHA does for the community. ICAD and HRHA will come up with key talking points and questions together. This will target the JMU community by getting members of ICAD involved in their campaign.

3. Invite realtors, landlords, and residents to dialogue.

Realtors, landlords, and residents in the area will be invited via email to the dialogue hosted by ICAD and HRHA. Inviting, realtors, landlords, and residents has the potential to spark intricate conversations, that they would not normally have. This is in effort to target the JMU community to help bring meaningful conversation from various demographic groups.

4. Promote ICAD event.

HRHA will need to create media pitch to the Daily News Record, WHSV, and NPR to help promote their dialogue and reach people who may not utilize social media. These media sources have the ability to reach a much larger audience and potentially motivate them to come to the event. This will target all key publics because the ICAD event will be featured on popular media platforms in the area. This tactic would be an example of earned media.

5. Videotape dialogue and upload on HRHA website and FB page.

Making the dialogue available for people who do not attend the event could make a large impact, no matter the size of participants who come. Engagement from the community can be attained by making the dialogue available on HRHA's website and Facebook. This will include a shared media tactic because people will be able to share the videos on their own Facebook feeds, leading to more impressions from a greater audience of people. The dialogue will be available for anyone to view on HRHA's website, targeting all key publics. This tactic is an example of shared media.

6. PR team needs to meet with Zingraff and present their ideas with informational packets.

The PR team or Directors of HRHA will need to meet with Rhonda Zingraff to present their ideas on the two day field days. Those who meet with Rhonda Zingraff will need to have informational packets prepared with a timeline of what will need to be done leading up to the event. This tactic will have a narrow reach initially, but will eventually spread awareness of the dialogue to all key publics once it surfaces HRHA's website and is shared on their social media platforms.

7. Share information on the events on social media and traditional media.

In order to make families aware of the event and stay up to date HRHA's events will need to be shared on City of Harrisonburg, and Rocking County Facebook pages, along with HRHA's website. They will need to be updated to include all information necessary to best inform those attending. Reminders will also need to be posted on these pages, so that families will not miss the opportunity to attend. Again, HRHA would need to pitch their event to the Daily News Record and WHSV, so that it reaches a larger audience. This tactic has the potential to spread awareness on the events very rapidly through traditional and non-traditional media platforms. This tactic would be an example of shared and earned media.

8. Interns and a professional videographer would capture highlights of the field day event and would be shared on their social media platforms.
Having the interns take pictures at the event would give HRHA the opportunity to show HRHA's commitment to building relationships with families in the community, along with the JMU community. Also having a videographer would provide professional content for HRHA to display on each of their platforms. This tactic would be targeting all key publics, considering it would be shown on their platforms for all to have the chance to view. This tactic would be an example of owned media.

9. Find volunteers for the field day event.
In order to get the JMU community involved, HRHA and HHHS will need to ask for volunteers for the event. The best way to advertise the need for volunteers would be via email, and JMU Facebook pages. Having students host this event will make for a more interactive and fun event for the children participating. JMU students also have the ability to send emails to their professors regarding the event, in hopes that they will share the information with others. Some faculty members who have the ability to spread the word are: Eric Fife (Director of Communication Studies), Isaac Woo (Associate Professor), Yeonsoo Kim (Assistant Professor), Lindsey Harvell-Bowman (Assistant Professor), and Shana Meganck (Assistant Professor). This would target the JMU community and would reach them through social media and also via email.

10. Create an RSVP list on SignUpGenius.
A RSVP list will need to be created on SignUpGenius for the two field days, so that families can easily reserve a spot for their children to attend the event. The RSVP list will be on a first come first serve basis. Parents can sign up for whichever day works best for them. This will make it easier for HHHS and HRHA to accommodate for how many children will be attending by providing enough materials for activities and games. The link to RSVP will need to be included on every post and reminder regarding the field day, so that parents can easily access the list. This would be targeting families in Rockingham and Harrisonburg and will make it easy for them to sign up for the event.

11. Create bracelets to distribute during the event.
Creating a bracelet for kids to take home with them after the event will give parents a good impression of HRHA and will remind them of what the event was supporting. Ultimately creating these bracelets for the children is targeting families in Harrisonburg and Rockingham. This tactic, including the cost of the bracelets will be a small part of the budget.

Strategy 2: Partner with school districts and local sports teams.

Partnering with Rockingham County Public Schools and Harrisonburg City Public Schools will provide HRHA with a way for the children's parents to understand what the organization does through newsletters and text messages. Newsletters will be sent home with kids, so that their parents are aware of events their children can attend. They will also be able to opt-in to text messages from HRHA that will provide them with announcements and reminders leading up to events they are hosting. Also partnering and sponsoring local sports teams, such as Harrisonburg Little League (HLLA) and Shenandoah Valley United will bring more attention to HRHA and get them more involved in the community. Attending the Opening Day for HLLA and games for Shenandoah Valley United will give them the opportunity to give out informational packets including information about how HRHA services the community. They will also be able to reserve a booth and create a banner that shows off their new logo and slogan for their campaign.

Goals and Objectives to be Fulfilled: G2O1, G2O3

Implementation Date: January 2020

Tactics:

1. Create fact sheet that provides information about affordable housing and HRHA.

This fact sheet will be easy to distribute to the superintendents, so that they understand basic information about HRHA and what types of services they provide. This fact sheet could be used at a later time at local events HRHA promotes. This tactic has a narrow reach, but will eventually will reach families in Harrisonburg and Rockingham once the other tactics are implemented.

2. Create example text messages that parents can opt in on.

Text message templates would be shown to the superintendents of the Public Schools to show how parents can become informed on the financial and housing webinars created by HRHA on a weekly basis. Texts regarding the planned field day with HHHS can be sent out to remind parents of the upcoming event. Considering this will be implemented at the beginning of the school years, students will be sent home with informational packets regarding information for the school year and they can opt in on text messages. This would be a good way to keep families up to date and will ultimately target families in Harrisonburg and Rockingham.

3. Create newsletters to promote family events.

Providing the school with newsletters to be sent home with children can help HRHA gain attention. Providing family oriented events could spark interest among families. This tactic will be targeted at families in Harrisonburg and Rockingham because parents are the ones who are going to be reading the newsletters that are sent home with their children. These newsletters would take up a reasonable part of the budget, considering they will be provided to every student.

4. Contact Harrisonburg Little League and Shenandoah Soccer League.
Becoming a sponsor for HLLA can provide tremendous opportunity for HRHA to gain recognition, while also helping a local organization. HLLA has almost 30 sponsors that help them. This tactic initially has a narrow reach, however eventually it will be targeting families in Harrisonburg and Rockingham and even members of the JMU community who will be attending the local sports events. This tactic is an example of paid media and the cost of sponsorship package will make up a large part of the budget.

5. Create banner with HRHA (logo, slogan, Instagram handle).
Any events HRHA attends, they can bring their banner with their new logo, slogan, and Instagram handle to gain recognition from people attending the local sports team events. This will be targeted all key publics and hopefully will bring people to look at their social media platforms and visit their website. This tactic is an example of paid media. The cost of the banner will make up a small part of the budget.

6. Reserve a booth for family focused event with HLLA.
HLLA hosts annual spring events, which are targeted at Harrisonburg Public Schools, where parents will attend with their children. HRHA's banner can be hung on the booths, so that people are aware of their new branding. The event could be stationed at HLLA's Opening Day in April of 2020. For Shenandoah Soccer, the booth could be held at one of their big games during April as well. This tactic will target all key publics and will give HRHA the opportunity to talk to those attending HLLA games. Reserving the booth will make up a large part of the budget.

7. Distribute merchandise that families can have.
HRHA would get merchandise made for the baseball players and soccer players, which they can take home and share with their families. For the baseball players, "stress reliever" baseballs could be made with the HRHA logo to distribute to children who are coming to the baseball Opening Day. For the soccer players, "Athletic Squeeze water bottles" could be customized to distribute to children who are coming to the soccer game. This tactic will be targeting families in Harrisonburg and Rockingham because their children will be able to grab merchandise at the HRHA booth and bring it home to show their family. This tactic will make up a medium sized portion of the budget.

8. Hire photographer to share pictures on social media.
This tactic would be a more expensive part of the budget for HRHA, but will be beneficial when being able to share professional images on their social media. This tactic is an example of shared media in regards to posting the images, giving people the opportunity to share them as well.

9. Pitch events to local news sources.

Contacting WHSV and the Daily News Record would be a great way to promote HRHA's sponsorship of HLLA and the Shenandoah Soccer League. Opening Day for HLLA is an event that many families may know about, along with the games for the Shenandoah Soccer League, but making the information more available could majorly increase the traffic at these events. This will ultimately target all key publics once the events are talked about on traditional news platforms reaching families who might not utilize social media. This tactic is an example of earned media.

10. Create informational packets.

Brief informational packets would be helpful to handout to individuals attending local sports team events, so that not only are people aware of their branding, but how they contribute to the community. These informational packets will target all key publics who attend the sporting events. This tactic would be owned, and done by HRHA themselves.

Strategy 3: Engage individuals in HRHA and affordable housing through digital and traditional media.

HRHA's website and logo has not recently been updated, so having JMU interns work on that would be both beneficial and not too costly to the organization. Having a website that is more interactive and user friendly might lead people to visit it more frequently. Creating an Instagram account would also be beneficial to HRHA because this is an easy way for them to interact with local businesses. They will be able to tag them in photos and even set their location for pictures if they are hosting an event. The interns will also be responsible for updating their Facebook pages, Instagram account, and website. Financial and housing webinars will be planned and recorded by the Housing Specialist and the FSS Coordinators and will be posted on the website for anyone to view. This feature will also include a comments section where people can select whether they have children or not and how helpful they thought the webinars were. In order to keep all of HRHA's digital media up to date and consistent, a social media calendar will be created.

Goals and Objectives to be Fulfilled: G1O1, G1O2, G1O3, G2O1, G2O2, G2O3

Implementation Date: January 2020

Tactics:

1. Hire three digital media interns.

This position will be open for all students, most likely SMAD, Art, or graphic designs majors. The hope is that these students can redesign HRHA's website and logo, while also keeping their website and social media up to date and maintain a consistent look throughout all platforms. This could make all of their digital media more interesting and appealing to the user's eye. Their knowledge of the popular social media trends will provide a helpful insight. This will also be an unpaid internship, so it will not take any resources away from HRHA. Regarding the field day event HRHA will host with IHHS, the student interns have the ability to post on JMU Facebook pages they are in to gather volunteers for the field day.

2. Create social media calendar for interns.

Creating a social media calendar for the interns will help them to stay on top of their posts. Having a schedule for them will let them know what is expected and how consistent each platform needs to be. The calendar will include what social media platforms needs to be updated and with what kind of information and images. Having this tactic in place will target all key publics because their work will be available for anyone to view on HRHA's platforms.

3. Create a calendar for weekly webinars.

HRHA's FSS coordinators specialize in educating individuals on home purchasing programs. Housing sessions and financial counseling webinars with a live chat function can be implemented by these individuals. The housing session webinars will focus on relevant information regarding renting and owning a home. Providing resources and the steps to take in owning a home can provide confidence to those trying to understand factors like renter's insurance. The financial counseling webinars will focus on credit scores, budgeting, and other necessary skills to make an individual successful in controlling their finances. These two webinars will alternate each week, each providing information on a bi-weekly schedule. This tactic will target families in Harrisonburg and Rockingham and provide them with beneficial information on finances and renting and owning a home. This is an example of owned media.

4. Create media pitch to key media personnel.

Creating a media pitch for local news stations, introducing the "Get to Know Your Neighbor" campaign, will bring more awareness to HRHA's services and might lead people to visit their website and social media platforms. Media personnel that would be relevant to HRHA and good to get in contact with are the Daily News Record and WHSV. They could help promote HRHA's webinars and reach a larger audience. This tactic is an example of earned media.

5. Create press release.

Creating a news release with information regarding the "Get to Know Your Neighbor" would be a great way to gain a lot of attention from all key publics in a popular news publication such as the Daily News Record. This would be a way to gain trust from individuals considering they would be utilizing earned media.

6. Create Instagram account.

Instagram is one of the most utilized social media platforms. Places like J's Bagels, Klines, and Pulp all utilize Instagram to promote current deals and specials they are having. HRHA could take advantage of using this free application and create a following for themselves, by following those who live in affordable housing, realtors, landlords, and local businesses they have the potential to partner with and eventually reach all key publics. This tactic would eventually lead to it being a shared media tactic.

Goals and Objectives Strategy Chart

Goals	Objectives	Strategies & Tactics to Fulfill the Objectives
Goal 1	Objective 1	S1T4 S1T5 S1T7 S1T8 S1T9 S2T5 S2T6 S2T8 S2T10 S3T1 S3T2 S3T3 S3T4 S3T5 S3T6
	Objective 2	S1T1 S1T2 S1T3 S1T4 S1T5 S1T6 S1T7 S1T8 S2T2 S2T3 S2T5 S2T6 S2T7 S2T9 S2T10 S3T3 S3T4 S3T5 S3T6
	Objective 3	S1T1 S1T2 S1T3 S1T4 S1T5 S1T8 S1T9 S2T5 S2T6 S3T1 S3T2 S3T3 S3T4 S3T5 S3T6
Goal 2	Objective 1	S1T4 S1T7 S1T9 S1T10 S1T11 S2T1 S2T2 S2T3 S2T4 S2T5 S2T6 S2T7 S2T8 S2T9 S2T10 S3T3 S3T4 S3T5 S3T6
	Objective 2	S1T1 S1T3 S1T4 S1T7 S1T8 S2T4 S2T6 S2T8 S2T9 S2T10
	Objective 3	S1T2 S1T3 S1T4 S1T5 S1T6 S1T8 S2T8 S2T9 S2T10 S3T1 S3T2 S3T4 S3T5 S3T6

Figure 3: Goals and Objectives Strategy Chart

HRHA Strategy and Tactic Calendar

Tactic	Staff(s) in charge	January 2020				February 2020					March 2020				April 2020			
		1/3	1/10	1/17	1/24	2/7	2/14	2/21	2/28		3/6	3/13	3/20	3/27	4/3	4/10	4/17	4/24
Strategy 1: Host special events with JMU social organizations																		
Tactic 1: Meet with directors of ICAD and IIHHS	Executive Director and Community Development and Grant Coordinator																	
Tactic 2: Create questions regarding affordable housing for group discussions in dialogue HRHA. (after initial meeting)	Executive Director and Community Development and Grant Coordinator																	
Tactic 3: Invite realtors, landlords, and residents to dialogue	Community Development and Grant Coordinator																	
Tactic 4: Promote ICAD event	Community Development and Grant Coordinator																	
Tactic 5: Videotape Dialogue and upload it on the HRHA website	Intern																	

and Facebook page																			
Tactic 6: PR team needs to meet with Zingraff and present their ideas with informational packets	Executive Director and Community Development and Grant Coordinator																		
Tactic 7: Share information on the events on social media and traditional media	Intern																		
Tactic 8: Interns would video highlights of the event and post on social media platforms. Could even hire photographer videographer	Intern																		
Tactic 9: Find volunteers for the field day event	Community Development and Grant Coordinator																		
Tactic 10: Create an RSVP list on SignUpGenius	Intern																		
Tactic 11: Create bracelets to distribute during the event	Intern																		
Strategy 2: Partner with school districts and local sports teams																			
Tactic 1: Create fact sheet that	Community Development																		
provides information about affordable housing and HRHA	and Grant Coordinator																		
Tactic 2: Create example text messages that parents can opt in on	Intern																		
Tactic 3: Create newsletters to promote family events	Community Development and Grant Coordinator																		
Tactic 4: Contact Harrisonburg Little League and Shenandoah Soccer League	Community Development and Grant Coordinator																		
Tactic 5: Create banner with HRHA logo, slogan, Instagram handle	Intern																		
Tactic 6: Reserve a booth for family focused event with HLLA	Intern																		
Tactic 7: Distribute merchandise that families can have	Intern																		
Tactic 8: Hire photographer to share pictures on social media	Executive Director																		

Tactic 9: Pitch events to local news sources	Community Development and Grant Coordinator																		
Tactic 10: Create informational packets	Intern																		
Strategy 3: Engage individuals in HRHA and affordable housing through digital and traditional media																			
Tactic 1 Hire three digital media interns for school credit	Executive Director																		
Tactic 2: Create a social media calendar for interns	Executive Director																		
Tactic 3: Create a calendar for weekly webinars	Executive Director																		
Tactic 4: Create media pitch to key personnel	Community Development and Grant Coordinator																		
Tactic 5: Create press release	Community Development and Grant Coordinator																		
Tactic 6: Create Instagram account	Intern																		

Budget

Tactics / Key publics		Detail	Per item cost	Total projected	Sponsored credit	Actual projected
Strategy 1: Host special events with JMU social organizations						
Meet with directors of ICAD and IIHHS	All key publics	HRHA will need to be prepared to present their ideas to ICAD and IIHHS separately and explain how their events could be very beneficial to all organizations involved	$0	$0	$0	$0
Create questions regarding affordable housing for group discussions in dialogue with HRHA	JMU Community	Having a dialogue session based on affordable housing would bring awareness to the topic.	$5	$5	$0	$5
Invite realtors, landlords, and residents to dialogue	JMU Community	Realtors, landlords, and residents in the area will be invited via email.	$0	$0	$0	$0
Promote ICAD event	All key publics	Create media pitch to the Daily News Record, WHSV, and NPR.	$0	$0	$0	$0
Videotape Dialogue and upload it on the HRHA website and Facebook page	All key publics	The video will be available to people that could not attend the event.	$0	$0	$0	$0
PR team needs to meet with Zingraff and present their	JMU Community	Informational packets need to include a timeline of what will need to be	$0	$0	$0	$0

ideas with informational packets		done leading up to the event.				
Share information on the events on social media and traditional media	All key publics	Share information on the event on the City of Harrisonburg and Rockingham County Facebook pages. HRHA will also need to pitch their event to the Daily News Record and WHSV.	$0	$0	$0	$0
Interns would video highlights of the event and post on social media platforms. Could even hire photographer videographer	All key publics	Having interns take pictures of the event gives HRHA the opportunity to show HRHA's commitment to building relationships with families in the community, along with the JMU community	$0	$0	$0	$
Find volunteers for the field day event	JMU Community	Advertise for the event via email and JMU Facebook pages.	$0	$0	$0	$0
Create an RSVP list on SignUpGenius	Families in Harrisonburg and Rockingham	The RSVP list will be based off a first come first pass.	$0	$0	$0	$0
Create bracelets to distribute during the event	Families in Harrisonburg and Rockingham	This is pending 500 kids attending the event.	$35	$35	$0	$35
Strategy 2: Partner with school districts and local sports teams						
Create fact sheet that provides information about affordable housing and HRHA	Families in Harrisonburg and Rockingham	Buy rope for tug-of-war, sacks, and water balloons Water will be included.	(Rope) $15 (Sacks) $20 (Water balloons)$20 (Water) $100	$155		$155
Create example text messages that parents can opt in on	Families in Harrisonburg and Rockingham	Send request through Virtual IEMS.	$0	$0	$0	$0
Create newsletters to promote family events	Families in Harrisonburg and Rockingham	Send children home with newsletters.	$650	$650	$0	$650
Contact Harrisonburg Little League and Shenandoah Soccer League	Harrisonburg and Rockingham Families	Buy a Silver sponsorship package.	$350	$350	$0	$350
Create banner with HRHA (logo, slogan, Instagram handle)	All key publics	Create a banner with the new logo, slogan, and Instagram handle	$97	$97	$0	$97
Reserve a booth for family focused event with HLLA	Harrisonburg and Rockingham Families	Pay for booth at events with sports teams.	$400	$400	$0	$400
Distribute merchandise that families can have	Harrisonburg and Rockingham Families.	"Stress reliever" baseballs will be given to baseball players with the HRHA logo on them, "Athletic Squeeze" water bottles will be given to soccer players.	$0	$0	$0	$0

Hire photographer to share pictures on social media	All key publics	Having pictures done professionally would give HRHA, HLLA, and the Shenandoah Soccer League a professional look.				
Pitch events to local news sources.	All key publics	Contacting WHSV and the Daily News Record would be a great way to promote HRHA's sponsorship of HLLA and the Shenandoah Soccer League.				
Create informational packets	Harrisonburg and Rockingham Families.	Include information about HRHA, who they have worked with, and affordable housing in general.	$39.47	$39.47	$0	$39.47
Strategy 3: Engage individuals in HRHA and affordable housing through digital and traditional media.						
Hire three digital media interns for school credits.	All key publics.	Three interns will be in charge of videotaping, updating platforms, redesigning website and logo.	$0	$0	$0	$0
Create a social media calendar for interns	All key publics.	This will keep interns on a schedule.	$0	$0	$0	$0
Create a calendar for weekly webinars	All key publics.	Talking points will be created for each week.	$0	$0	$0	$0

Create media pitch to key media personnel.	All key publics.	Get in contact with The Daily News Record and WHSV	$0	$0	$0	$0
Create press release.	All key publics.	Press release will be created for campaign.	$0	$0	$0	$0
Create Instagram account.	All key publics.	An account will be created for HRHA.	$0	$0	$0	$0
Total Budget				$1,503.47	$0	$2,153.47
Contingency (10% of total budget)						$215.34
Total Budget after contingency						$2,368.81

Evaluation Plan

Goal 1 Objective 1: Awareness Objective

Increase awareness of HRHA's services among JMU students by 20% by May 2020.

- Distribute a pre-campaign and post-campaign awareness survey to JMU Students.

Goal 1 Objective 2: Awareness Objective

Increase awareness of HRHA's services among JMU faculty by 30% by May 2020.

- Distribute a pre-campaign and post-campaign awareness survey to JMU Faculty.

Goal 1 Objective 3: Action Objective

Increase participation in HRHA events among JMU students by 5% by May 2020.

- Track number of JMU student volunteers with a sign-in sheet.

Goal 2 Objective 1: Acceptance Objective

Increase positive attitudes surrounding affordable housing among families with children by 20% by May 2020.

- Develop post-campaign attitude/opinion survey to be distributed to parents regarding affordable housing.
- Track number of positive letters, emails, and phone calls from parents regarding affordable housing.

Goal 2 Objective 2: Action Objective

Increase the number of partnerships with local business by tripling the number of current partnerships by May 2020.

- Track number of interest emails and phone calls from local businesses to HRHA.
- Track number of positive inquiries regarding future partnerships with local businesses.

Goal 2 Objective 3: Awareness Objective

Increase awareness of affordable housing among the community members without school-aged children by 35% by May 2020.

- Distribute a pre-campaign and post-campaign awareness survey to Harrisonburg community members without school-aged children.
- Analyze the comments section of the finance and housing webinars.

Snapshot of Communication Plan

Tactic Example I

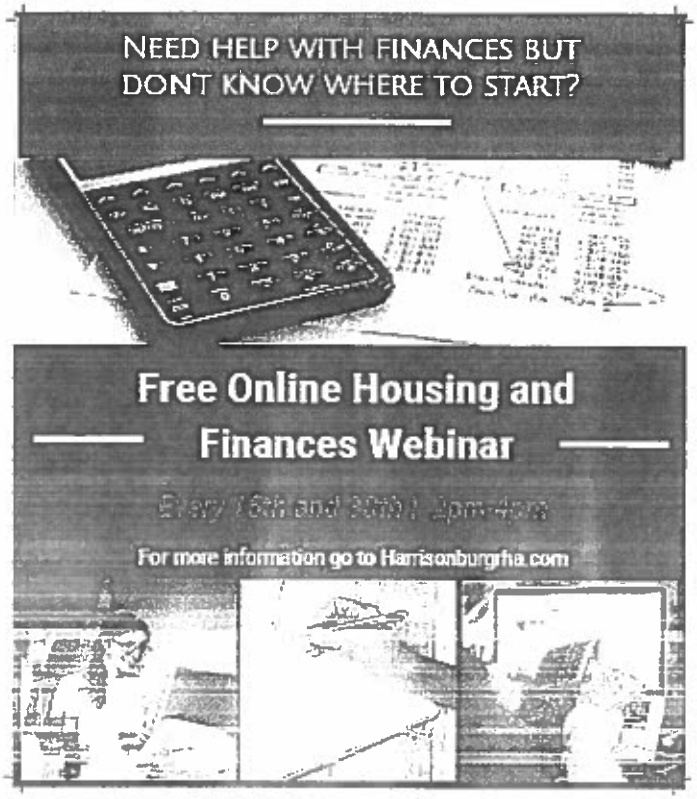
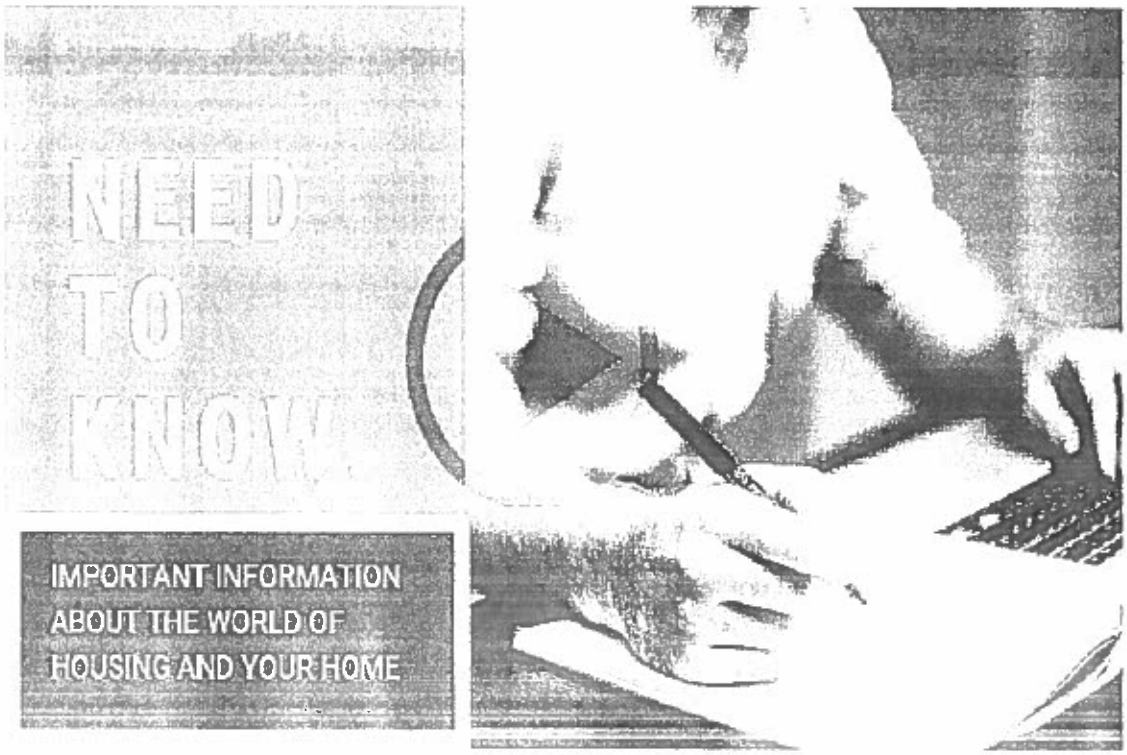


Figure 8: Webinar Ad

This is a possible flyer that HRHA could use to advertise their online webinars. This could generate interest and bring people to their website and social media pages.



These are examples of possible styles for the online webinars. The top example could be used for housing and the one on the bottom could be used for the financial webinar.

Tactic Example 3

These are all possible examples of a logo redesign

Figure 11: Logo Option #1

Figure 12: Logo Option #2

Figure 13: Logo Option #3

Harrisonburg Redevelopment & Housing Authority

Figure 14: Logo Option #4

Case Study

Background and Situation (industry situation organizational situation/societal situation).

Johnson&Johnson is an American healthcare pharmaceutical company. They originated in 1886 producing ready to use surgical dressings. They were re-founded in 1959 and this slingshotted them into becoming a forerunner in modern pharmaceuticals. Since their original founding in 1886 J&J were dedicated to making the world safer. They released the original first aid kit in 1887 primarily designed for railroad workers but the first aid kit soon became a staple for healing everyday injuries. In 1894 J&J launched the maternity of kits which focused on making childbirth safer for both mothers and babies. This kit included the release of J&J's baby powder which became immensely successful. The following year J&J became the first to mass produce sanitary protection products for women. J&J were able to expand during and post World War II to branch out into pharmaceuticals and aided in the creation of Tylenol which became the first aspirin-free pain reliever and a year later were able to make the product available to the public without the need for a prescription. Throughout the following decades to modern time, J&J was able to continue to grow and embrace the ever-changing industry of pharmaceuticals and healthcare to become the massive business they are today. This campaign was founded in order to place importance on bathtime with children to increase sales of baby bath time products within J&J. The "So Much More" Campaign was an organizational campaign, but the issue was an industry situation since it was an overarching healthcare issue to increase awareness in the importance of bath time.

Present Research Results

In November 2014 an online survey was conducted by J&J on Harris Poll. The survey delivered a Global Bath Time Report among 3,574, 21 or older aged parents who had children between the ages zero and three. Results from the following places were analyzed: Brazil, China, UK, US, India, Philippines and Canada. The goal of the survey was to find how parents divvy up the parental duties of bath time, how technology plays a role, and the overall meaning of bath time to all guardians. After the survey results were analyzed, it was found that 84 percent of parents consider bath time to be some of the best quality time they spend with their children, but misjudge the substantial power and benefits it carries. However, it was also found that 58 percent of parents thought that bath time does not have a significant impact on the brain development of children. However, scientific findings show that sensorial experiences that parents create for their children have an immense impact on how the brain of their child is developed. After reviewing these findings, J&J decided to create their #SOMUCHMORE campaign, to show parents that the rituals they perform with their children enhance their senses and development. This campaign was introduced in seven countries. Considering J&J is a global company this was a global campaign showing their commitment to promoting healthy baby development by revealing the power of the senses in daily rituals in this case specifically- bath time.

Campaign Goals and Objectives.

Goal 1: To raise awareness on how bath time can enhance babies sensorial experiences and affect their development.

Goal 2: To communicate that there is a lot more to bath time than just cleaning your child.

Goal 3: Raise parents' awareness on the benefits of Johnson & Johnson's baby products.

Notable Strategies and Tactics

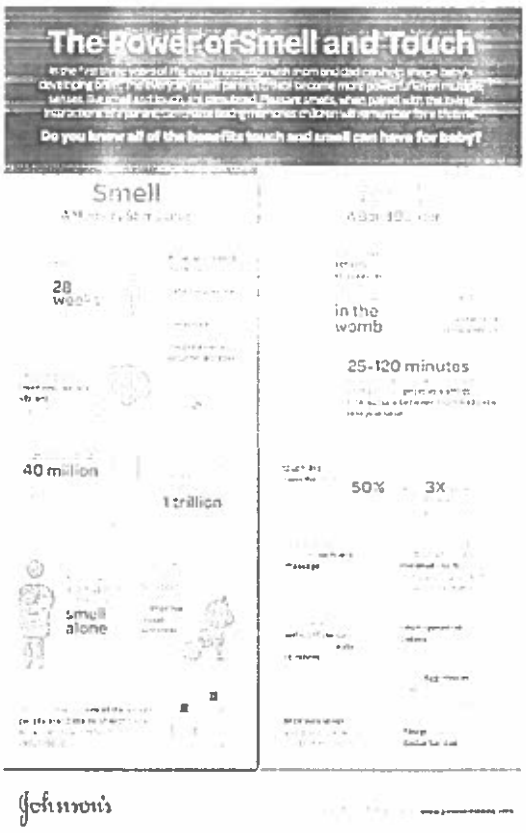
PAID

There were a few paid media strategies that were utilized in the "So Much More" Campaign. J&J utilized interactive banner advertisements throughout the campaign as well as releasing a "So Much More" Commercial that aired on TV. There was integration with NBC's Today and was featured in People Magazine in a print ad along with the homepage of their website to increase awareness . J&J also worked with worldwide advertising agency BBDO to create advertisements

EARNED

This campaign relied heavily on earned media. This campaign's success was primarily through earned media and the process of Word-of-Mouth between mothers and families in regards to the importance of bath time and their babies senses. The infographics were made to be shared and discussed among groups to generate awareness and brand recognition. An infographic of theirs can be seen in Figure 8. Jennifer Hudson, a grammy-award winning artist supported the campaign and influenced parents on how important bath time is and how important it is for a baby's developmental process. Additionally, Pharmacist David Mays shared his own research on how Johnson and Johnson products influence a baby's brain development on a panel.

Figure 15: J&J's infographic



SHARED

J&J primarily utilized social media as their shared media tactics. They started trending the #SoMuchMore hashtag to generate awareness throughout the campaign, this hashtag trended on platforms such as Facebook, Twitter, Instagram, and YouTube. YouTube was essential for J&J throughout this campaign. There was a series of two Youtube ads that have a combined viewership and shares of 7.4 million views; Baby Bath time is so much more and The 5 Senses with Johnson's Baby. J&J also partnered with influential groups of people such as, The Motherhood, a Word-Of-Mouth marketing website called CrowdTap, along with bloggers of various demographic groups who all shared their opinions on social media, creating positive buzz for J&J.

OWNED

J&J primarily used infographics on the power of bath time and science of the senses as their owned media throughout the "So Much More" Campaign.

Campaign Outcomes

J&J "So Much More" Campaign was an international campaign that launched in the United States, United Kingdom, Brazil, China, India, Saudi Arabia, and the Philippines. This campaign was able to rebrand J&J baby products. This campaign was so popular in the United States and led to an entire section being dedicated to discussing its' success on CBS This Morning news.

This campaign is beneficial to ours because of their immense success of reaching out into the community and raising awareness of the importance of bath time while simultaneously increasing their product sales. Many people are already of aware of who J&J is, just like our survey results showed us that most people are aware of HRHA, however they are not aware of the services they provide. I think making our campaign family friendly and creating an event for kids like the field day will intrigue parents to learn more about HRHA and the services they provide.

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Name of the Document: Team Member Approval Sheet

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