

What's Inside













Executive Summary

Hi, neighbor.

South of Downtown Community Development Organization (SDCDO) is coming full circle. Before 2017, unsuccessful redevelopment efforts of the Everett and Near South communities brought disturbance and division to the residents of the historic neighborhoods. When the Collective Impact Lincoln initiative launched in January 2017, SDCDO stepped up and became a determined, resident-led revitalization project with a mission to create positive change. SDCDO provides opportunities to grow and thrive as residents, as a community and as neighbors.

Solidifying the brand identity and bringing awareness to the organization's available resources are key to SDCDO's success. Through the As One campaign, NextWave LNK has recognized the impact that neighbors can have on a community. It is important for SDCDO to become known as a neighbor to the community that it calls home. Pop-up events that bring neighbors together, efforts to give the neighborhoods their own look and a digital presence to spark conversations is how they will become *one*.

Company Overview

South of Downtown Community Development Organization (SDCDO) exists to revive the Everett and Near South neighborhoods in Lincoln, Neb. It was established in January of 2017 as a component of Collective Impact Lincoln, a partnership between SDCDO, Nebraska Appleseed and Civic Nebraska. SDCDO's mission statement is "to enrich the neighborhoods through collaboration, economic opportunities and community development." The organization strives to keep rent low for residents while focusing on improving quality of life. SDCDO is a resident-centered organization that values inclusivity, accessibility, community and integrity.

The four employees of the SDCDO live in the Everett and Near South neighborhoods, attend neighborhood association meetings, host events and collaborate with city and state officials. In an interview, an employee said, "I work a lot with the door knocking and going to community events, [meeting] groups that are already meeting to see what they're thinking and how we can collaborate with those groups." The organization's employees dedicate time and care to the community's development.



According to the Lincoln Journal Star, NIFA awarded SDCDO a \$250,000 grant for three years that has been matched by private sectors through 2019. The reputation of SDCDO has faltered in light of past projects in the area. According to one employee, "There are people that think our vision and mission is to gentrify the neighborhood for the benefit of property owners or profit." As of November of 2018, South of Downtown had 676 Facebook followers and an active website as the only two forms of online engagement. The SDCDO has engaged in canvassing and listening campaigns to assert its role as a part of the community, but as one community member noted, "the way the whole thing started, residents saw the whole thing as a sort of 'problem' that outsiders wanted to 'fix'." The residents, local businesses, and even community leaders are not necessarily aware or engaged in projects that SDCDO is carrying out to better the neighborhoods.

The Challenge

The community served by the South of Downtown Community Development Organization (SDCDO) *lacks motivation to engage with the organization.*

Residents are critical of past efforts to revitalize the neighborhood.

A skeptical view of new efforts and a lack of motivation to seek out

resources.

Social media followers are few in numbers and disengaged.

Research Questions

What are external perceptions of the SDCDO and the neighborhoods it serves?

Why do people live in and engage with the Everett and Near South neighborhoods?

How do the residents, business owners and community leaders in the Everett and Near South neighborhoods perceive the SDCDO?

Research Methods

Secondary Research

- Online research: 40+ online sources researched detailing the client, similar organizations and resources to engage target market.
- Psychographic research: Analyzed information of consumer behaviors, attitudes and beliefs of the populations that live in the Everett and Near South neighborhoods.

Primary Research

- Interviews: Eight in-depth interviews with SDCDO employees, members of the Everett Neighborhood Association, community leaders and local business owners.
- Survey: Neighborhood-wide survey was sent out that provided 61 responses of primary data about the demographics and perspectives of individuals that live in the targeted area.

Consumer Analysis

The Everett and Near South neighborhoods have a combined population of **5,879 people**. Of these, the main consumers of the South of Downtown Community Development Organization are the **renters that make up the 93 percent** majority of the area. Most of these consumers fall between the **ages of 20 to 29**, with low **annual incomes of under \$35,000** and diverse cultural roots. The community is 63 percent white, while 19 percent are from a Hispanic origin, 12 percent are black, 6 percent Asian, 1 percent Native American and 9 percent made up of people who come from two or more backgrounds. Claritas PRIZM research showed that the consumers are middle aged, ethnically diverse families that work entry-level service jobs. In these apartment-filled neighborhoods, residents rely on public transportation and seldom have the chance to get away on vacation. However, census data shows that the community **spends up to \$3.9 million on recreation and entertainment** yearly which means that they value outlets for enjoyment.

The young renters living in the neighborhood are classified as strivers, with low resources but a motivation for achievement in their lives. VALS typology notes that strivers "want to better their lives but have difficulty in realizing their desire," and focus on bettering the future for their family members and children. They are the "center of low-status street culture," which means they engage in pushing the limits of fashion, art, music and recreation. *Strivers value fun, fantasy and genuine engagement across all forms of communication*. They are modern, maintaining moderate to high social media usage and capabilities, with very few landline telephones and a preference for cell phone only. They are often connected via social media, though may not actively engage with organizations online unless they have personal ties to them. Survey data shows that in the neighborhoods, a 64 percent majority of residents used Facebook as their main social media platform with YouTube following at 44.3 percent.

Quick Facts

During listening campaigns conducted by Collective Impact, the consumers have identified what they specifically want out of their neighborhood community. In their communities, they care about diversity, accessibility, safety and quality of life. Nearly 87 percent of the young renters indicated that they would engage in some sort of volunteerism in their community. However, many are under economic and social pressures that keep them from prioritizing helping their neighbors. They value independence and do not necessarily rely on or have relationships with their neighbors. While a majority said they see the positive impact of the SDCDO, they do not reach out for the resources the organization offers.



5,879 people Living in the Everett and Near

Living in the Everett and Near South Neighborhoods



93% of residents

Rent properties in the Everett and Near South neighborhoods



\$3.9 Million

Spent yearly on recreation and entertainment

Market Analysis

The South of Downtown Community Development Organization operates in a market of 501(c)(3) not-for-profit organizations. As of 2013, nonprofits employed over 10 percent of the domestic workforce in the United States. More than half of all nonprofit workers are employed by the healthcare and social assistance industry (54.8 percent), which includes hospitals, mental health centers, crisis hotlines, blood banks, soup kitchens, senior centers and similar organizations. In 2013 alone, the nonprofit sector contributed an estimated \$905.9 billion to the U.S. economy.

The Bureau for Labor Statistics reports that within Nebraska, nonprofits represent 11 percent of the state's workforce. Of Nebraska's 11,916 nonprofit organizations, 140 of them are located in Lincoln along with SDCDO. A market of community development nonprofits exists in the Lincoln community, as well, striving to make a similar positive impact in neighborhoods and under-resourced areas. Each organization relies on grants, partnerships and private donations to continue their missions.

Limitations on resources

Need for moral leadership on values of diversity

Increased needs of the community

arket Trends

Potential alternatives to nonprofit community development organizations include government-funded projects through city and state grants, as well as larger for-profit organizations that provide philanthropic and cause-related work.

Two net

Community development corporations

(CDCs) are also "nonprofit, community-based organizations focused on revitalizing the areas in which they are located, typically low-income, underserved neighborhoods that have experienced significant disinvestment." They serve the communities through providing infrastructure and addressing other legal and social problems. CDCs play a critical role in building community wealth, with support from government funding and other CDCs across the nation.

For-profit organizations also participate in community development, often drawing from significant monetary resources generated by their main businesses. Cause-related marketing is also growing, a business model where products are developed to be sold and produce revenue for advocacy efforts. Businesses such as PRODUCT (RED) work toward similar social and political goals as the SDCDO and other nonprofit organizations, but engage consumers to buy rather than to participate.

Product Analysis

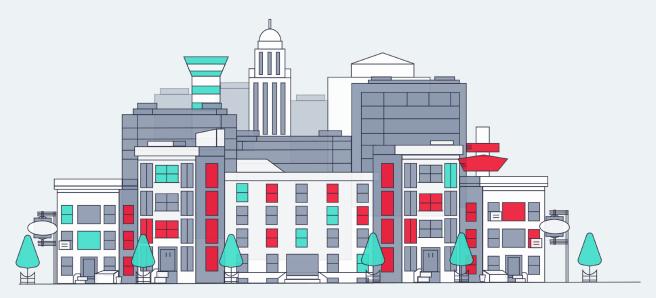
South of Downtown Community Development Organization offers services for the economic, physical and social revitalization of the Near South and Everett neighborhoods. The organization "works to expand the participation of wide range of community stakeholders to improve safety, housing and neighborhood infrastructure." It provides services such as healthy and affordable housing, equitable opportunities education, arts and culture, job skills and workforce development. SDCDO's community development efforts provide resources to connect residents while improving the area.

Features

- Provides economic resources, neighborhood services and equitable opportunities in education, job skills and workforce development
- Expands participation of community stakeholders to improve safety, housing and neighborhood infrastructure
- Implements community activities and events

Benefits

- Enriches quality of life for members of the Near South and Everett neighborhoods
- Preserves and highlights the integrity of two historic Lincoln neighborhoods
- O Bring community together through open expression of ideas and concerns



Promotional Efforts

- Website allows for visitors to get to know staff and Board of Directors, including a section to get involved through volunteering or donating
- SDCDO Facebook page currently has 677 likes with occasional weekly posts about the organization's events and news
- Interviews with community members indicate, "Social media is important and reaches a lot of the community but doesn't reach everybody."
- As long as consumers are aware the organization exists and maintains an online presence, the SDCDO is fairly accessible

Brand Image

- The brand image of SDCDO is sincere, but may be unrecognizable to the public
- SDCDO is a trustworthy brand that is committed to the betterment of the community

Competitive Analysis

Competitors	Features	Benefits	Media Use
United Way	 Annually fundraises for and distributes to numerous community issues per year Initiate programs for local development 	 Provides comfort to community members with few resources People feel confident in potential future development 	 Facebook: 1,400 followers LinkedIn: 154 followers www.unitedwaylincoln.org Other outlets: Newsletter
Civic Nebraska	 Provides youth leadership programs and resources at schools and in organizations Civic education and discourse programs Works with Nebraska voters on policy and advocacy 	 Stronger leaders guiding the community Nebraskans feel free to live, work and thrive together 	 Facebook: 5,500 followers Twitter: 2,565 followers Instagram: 688 followers LinkedIn: 115 followers www.civicnebraska.org Other outlets: Website news, blog posts, email signup
Nebraska Appleseed	 Promote policy changes in Nebraska across variety of issues Litigation for Nebraskans without economic, social and physical resources 	Nebraskans provided support in hard situationsJustice and equity in Nebraska	 Facebook: 8,400 followers Twitter: 6,059 followers Instagram: 1,061 followers LinkedIn: 351 followers www.neappleseed.org Online newsletter subscription, blog
NeighborWorks	 Collaborate with city departments and community partners Facilitate sustainable homeownership through education and assistance Part of national network of Neighborworks providing additional resources and funds 	 Residents feel empowered by many people across the entire community Bring a sense of solidarity and comfort to those needing help 	 Facebook: 1,400 followers Instagram: 400 followers LinkedIn: 71 followers www.nwlincoln.org/ Other outlets: Seasonal newsletter, news archives

SWOT

Strengths

- Employee dedication
- Unique mission & operations
- Quantity of data collected
- Worthy cause
- Passionate community members

Opportunities

- Room to expand/grow
- O Diversity of community
- Public spaces
- Media usage

Weaknesses

- Executions
- Communication
- Financial stability
- Resources

Threats

- Competition for resources
- Timeline
- Past baggage of gentrification
- Renting turnover rate
- Lack of engagement

Findings



People do not know what SDCDO is doing, when they are doing it or how they want to do it.



SDCDO is not integrated into the rest of the neighborhood's small businesses.



A disconnect exists between SDCDO and resident perspectives on community relationships.

- **○** 656 Facebook likes
- There's not going to be a one size fits all, but a one size fits most approach to getting the word out there." -SDCDO employee
- O Backlash from 2015-2016 H3 Redevelopment Study
- "People would be a lot more likely to say we're looking for ways to plug into the neighborhood instead of doing things for other people." (SDCDO employee)
- "Businesses support each other and interact often." (Local business employee)
- Lack of business partnerships, sponsorships and vocal support.
- "Residents make this a very supportive neighborhood." (Local business owner)
- "The people who feel the most proud of their neighborhood are the people who talk to their neighbors." (Community leader)

Insights



People desire easy access to relevant information.

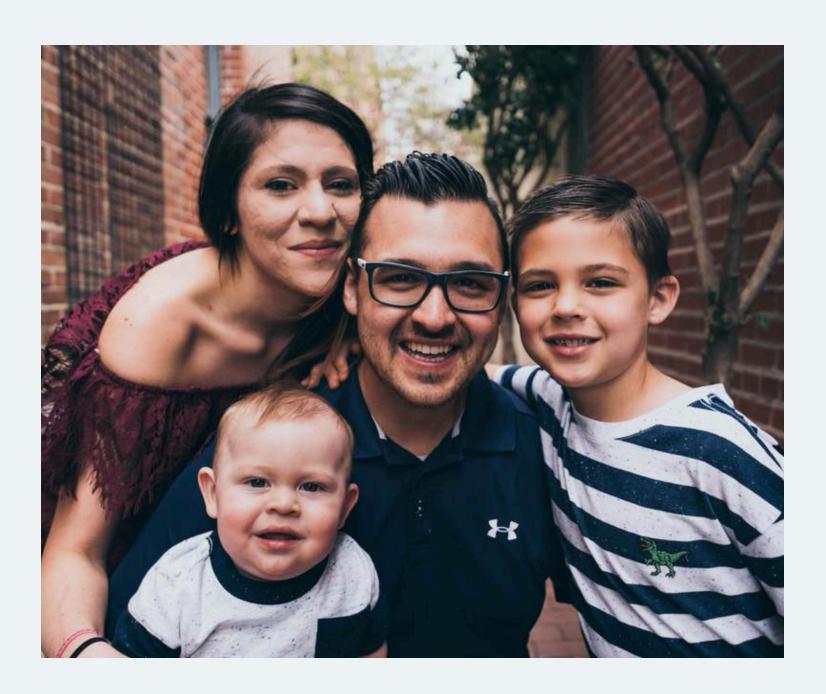


People appreciate local businesses.



People want to engage with their neighbors.

Target Market



Meet Aaron Martinez

Aaron Martinez is a 30-year-old male of Hispanic origin with a degree in Hospitality and manages a restaurant in the Near South area. He currently rents a home with his wife, Ashley, and their children Derek and James. His annual income is \$35,000. He wants to be involved in his neighborhood and has recently attended a community meeting at his church. The Martinez family finds that spending an evening at the movies is the perfect fit for their budget and busy work schedules. Aaron will make time for any opportunity to spend quality time with his sons. The Martinez's value being able to have fun together while still working hard for all that they need to survive. However, Aaron constantly has to be on his iPhone at home and utilizes Facebook as a means of keeping in touch with his family, friends and those involved in the restaurant business. Quick and convenient information is necessary in all aspects of his life.

Objectives



Establish long-term partnerships with three community businesses by August 1, 2019.



Increase Facebook following by 20 percent (from 676 to 811 individuals) by August 1, 2019.



Generate six publications of positive PR in the Lincoln community by August 1, 2019.

Creative Brief

Tonality

Inclusive, upbeat

Brand Personality

Neighborly, open, sincere

Positioning Statement

SDCDO is a nonprofit which develops personal connections while enhancing quality of life of the community it serves.

Brand Promise

SDCDO is a brand that brings the community together by listening to them as individuals and helping them thrive as a whole.

Opportunity

To create spaces for personal relationships with community members

Big Idea

This community is a circle that includes all its neighbors.

Campaign Concept

As One.

Recommendation

To bring cohesion to the efforts of SDCDO, the organization needs a recognizable brand identity. Keeping the history of the community in mind, rather than redefining the whole organization, a brand identity will solidify and bring to life what has already been done and unleash the potential for future growth. A brand guide will be provided complete with a color pallette, typography, and a branded logo that fits into the As One campaign theme. All tactics will be cohesive to the brand identity and guide.

Company Logo



Campaign Logo

As One:







Color Pallette

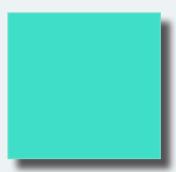


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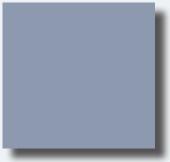




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HEX 3EDEC9 R105 G199 B191 C56 M0 Y30 K0 Pantone 333 C



HEX 8D99AE R152 G167 B019 C42 M28 Y15 K0 Pantone 2163 C

Typography

Avenir Next Condesnsed
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1234567890!@#\$%^&*()

Medium

South of Downtown Community Development Organization

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South of Downtown Community Development Organization

Bold

South of Downtown Community Development Organization

Neighborhood Pop-Up

Owned

The SDCDO has already activated conversations and events within the Near South and Everett neighborhoods. To continue with ongoing goals of listening campaign and to achieve face-to-face engagement with community members, the organization will implement pop-up booths across the neighborhood as a guerilla campaign tactic. A branded tent will be purchased to establish visual recognition at each pop-up. The pop-ups will be tailored to each of the campaign points with different focuses that will bring the community together as one by encouraging conversation, interaction and trust between SDCDO, local businesses and residents.

Thrive Together

Highlighting the history of the neighborhoods with images via art-driven events, pop-up tents will appear across the neighborhood with interactive historical information and info about SDCDO.

Strengthen Community

Pop ups will appear outside of/within local businesses, potentially providing discounted products if residents choose to engage with the organization. Fun activities and freebies will be distributed at each pop-up event.

Are Neighbors

With other promotions, the pop-up will put on a community-wide traveling mural event that will invite residents to come together, paint together and interact to beautify the community space.



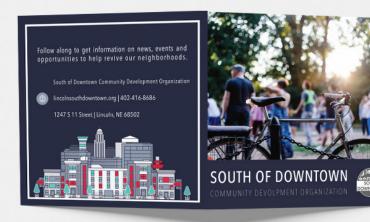
Pop-up Freebies

Owned

Informational Handout





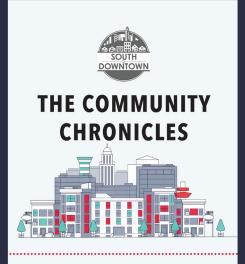




Cups

eNewsletter

SDCDO's current e-mailing list and newsletter are a longstanding source of information distribution. Along with efforts to revamp the mailing list at pop-ups and community events, a redesigned newsletter will be distributed twice per month to the email list and Facebook communities. Highlights of the eNewsletter may focus on current SCDCO promotional efforts, events it is hosting and features on neighborhood residents and local businesses. SDCDO's current e-mailing list and newsletter are a longstanding source of information distribution. An article on the effectiveness of social media and newsletters indicates that newsletters reach a smaller, more motivated group of consumers and when done right, can bring forth brand recognition and loyalty. The Neilsen Norman Group also reports that "69 percent of users said that they look forward to receiving at least one newsletter, and most users said a newsletter had become part of their routine. Very few other promotional efforts can claim this degree of customer buy-in."



KNOW YOUR NEIGHBOR

MEET CHELSEY



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SMALL BUSINESS SPOTLIGHT

EL CHAPARRO

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POP UP SHOP AT CULTIVA COFFEE

Owned



about what we do for the Everett and Near South Neighborhoods. We'll have

OTHER NEWS

Be on the lookout for more pop up events. We'll be at places like Runza, The Art Project, F St. Community Center and more. Stay tuned!

Want to feature your favorite local business or neighbor for the next newsletter?

Click here and nominate someone!

Make sure to follow along on Facebook to stay in the know of what's going on.

As One:







Promotional Video

Utilizing the audiences on the SDCDO Facebook page, a promotional video series will be launched that explains and demonstrates the organization and its As One campaign. The budget for Facebook advertisements will incorporate the videos as sponsored ads which will then be targeted at 10 people in the community per week. The videos will generate knowledge of the SDCDO and can be customized as inexpensive means to spread the word about campaign events.

Owned

Script

Narrator: We all know what groups of people can accomplish when they come together As One. At the South of Downtown Community Development Organization, we want to be your neighbor. Over the next six months, we are hosting a series of community pop-up events, meetings and conversations. We will be on Facebook and in your email with resources for you as our residents and how you can become more involved in our community.

Join us today. Visit our website at http:// lincolnsouthdowntown.org/ for more information and keep an eye out for us across the Everett and Near South neighborhoods. As one, we can thrive together, strengthen community and be neighbors.





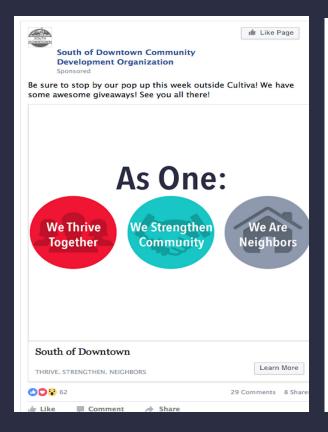




Facebook Advertisements

Paid

According to survey data, 64 percent of the community utilizes Facebook daily as their main social media platform. Additionally, for nonprofits the Social Media Benchmark Study from 2018 notes that, "Social media is growing three times faster than email and the gap is closing between media." A low-cost and efficient channel, customizing Facebook ads will provide SDCDO the online viewership it needs in the community. The ads will target at least ten people per day with a fluctuating cycle, running two weeks on and one week off. The content of the ads will include graphics and videos pertaining to SDCDO and the As One campaign. Additional content will be posted biweekly on SDCDO's Facebook page, including community and staff spotlights and upcoming event information.







Community Beautification

Paid

According to the Michigan Council for Arts and Cultural Affairs, "Public art continues to be created on professional and community scales around the state, bringing educational programs to students, telling a community's story and allowing people to gather and connect." To feel like one, the community needs to look like one. In order to encourage a consolidated community feeling, SDCDO will work with city officials to create and place light post banners, a mural at 10th & G and a series of sidewalk adhesives in the neighborhoods. The vibrant colors and cohesive branding of the pieces will add a sense of life to Near South and Everett neighborhoods while encouraging interest from the public.

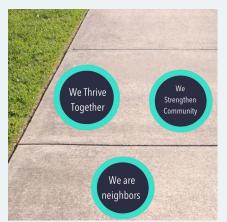
Light Posts













Community Mural



Media Pitches

Earned

SDCDO will pitch to local news outlets in the Lincoln area such as the Lincoln Journal Star, University of Nebraska-Lincoln's Daily Nebraskan and KLKN-TV. Featured pitches as well as news releases will include upcoming campaign events, community spotlights and other relevant information for the organization. Positive publicity and engagement will be gained through distributing the information across the Lincoln area.

To: JohnDoe@LJS.com

From: Isabel@LincolnSouthDowntown.org

Subject Line: South of Downtown Community Development Organization launches campaign to emphasize community in

neighborhoods

Dear John Doe,

I am writing you on behalf of the South of Downtown Community Development Organization (SDCDO). We are a Lincoln 501(c)3 non-profit that aims to make a difference in the lives of our residents in the city's Everett and Near South neighborhoods. Our mission is to enrich the quality of life for our residents through collaboration, economic opportunities and community development. As we continue to grow, we are looking for new ways to spread our message.

We are launching a new campaign to serve our residents and get them involved within their neighborhoods. We believe that As One, we thrive together, we strengthen community, and we are neighbors. Throughout the next six months, we are creating events, programs and resources for our neighbors that are guided by this belief. Our first upcoming event is a series of pop-up tents that will feature music, interactive activities and a community-first mindset. We will be working with local businesses to incorporate our pop-up into their daily operations and we will also appear throughout the neighborhood every other week to ensure visibility and engage with our neighbors. We will highlight the diverse history and residents while ensuring each resident is heard, supported and respected.

As we gear up for this next chapter of the SDCDO, we would love to work with you to help spread our message. We would love to meet up with you and talk about our organization further and how your publication could help us do so.

Best, Isabel

South of Downtown Community Development Organization (SDCDO)

News Release





Contact: Isabel Salas

Email: Isabel@LincolnSouthDowntown.Org

Phone: (402) 416-8686

Address: 1247 S. 11th St. PO Box 85330

Lincoln, Neb. 68502

Welcome Neighbor: Inaugural community pop-ups brings neighbors together

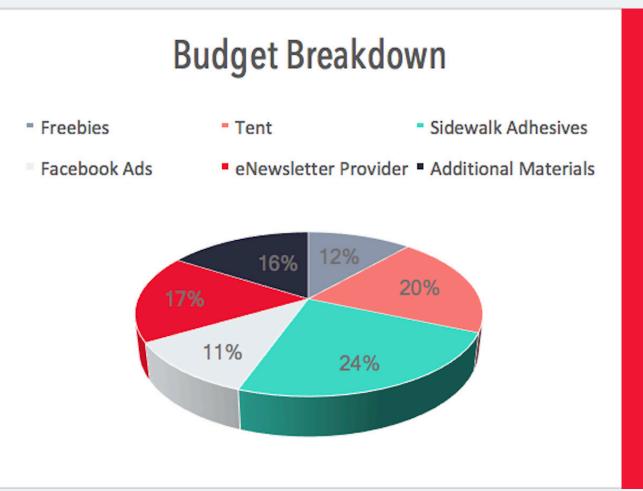
Lincoln, NE, December 2019- The South of Downtown Community Development Center (SDCDO) is proud to announce an upcoming pop-up event through the South of Downtown and Everett Neighborhoods. SDCDO is an organization that aims in enriching the lives of residents, small business owners and revitalize the surrounding areas. For this event, residents and friends will have the opportunity to paint a mobile mural. The canvas mural will be displayed seasonally in the SDCDO office windows and across the neighborhood. It will serve as a reminder to bring neighbors together, bring beauty to the neighborhoods and engage directly with SDCDO.

Beginning at 5:30pm on April 12, 2019, SDCDO will officially bring this event to life. The event will take place at the corner of 11th and B Streets. Be a neighbor by bringing your favorite paintbrush to paint with us, your neighbors and your friends.

Media Schedule

	January	February	March	April	May	June	July
Facebook Ads	X	X	X	X	X	X	X
Media Pitches	X	X	X	X	X	X	X
Pop Ups			X	XX	XX	XX	XX
SCB	Lightposts		Sidewalk		Mural		
eNewsletter	X	X	X	X	X	X	X
Promotional Video	X		X		X		X

Budget Breakdown



Freebies \$115
Tent \$200
Sidewalk Adhesives \$240
Facebook Ads \$111
eNewsletter Provider \$174
Additional materials \$160

Total \$1,000

Evaluation

Objective	Tactics	Evaluation		
Establish long-term partnerships with three	Local business pop-upsCommunity beautification	Survey for pop-up attendeesTraffic in local businesses		
community businesses by August 1, 2019.		• Future plans for working together		
	Involvement pop-ups	• Employ Facebook analytics		
Increase Facebook following	• eNewsletter			
by at least 20 percent (from 677 to 813) by August 1, 2019.	• Facebook advertisements			
	• Promotional video			
	• Media pitches	• Collect publications		
Generate 6 publications of	• eNewsletter	• Door to door		
positive PR in Lincoln, NE area by August 1, 2019.	• Pop-up events	canvassing evaluations		
area by magast 1, 2019.	• Community Beautification			





Meet NextWave LNK



Cassidy Taladay- Account Executive



Alison Dorn- Project Manager



Connor O'Dell- Strategist



Kennedy Martinez- Art Director



Frank Hefner- Media Director



Lindsay Meyer- PR Director



Grace Bradford- Copywriter



Bo Prater- Video Specialist

Acknowledgments

NextWave LNK would like to sincerely thank the following individuals and groups for their continuous support and dedication to the As One campaign:

- South of Downtown Community Development Organization
- The College of Journalism and Mass Communication
- Kelli Britten

We have appreciated the opportunity to recognize the immense efforts of SDCDO to better the city that we all call home. Through all of you, Lincoln is growing and people are coming together As One. We will value this experience and take every lesson we have learned into our professional careers and far beyond.

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