Evaluation of Brooklyn Park's Rebranding Project

Brooklyn Park
Unique. United. Undiscovered.

Resilient Communities Project

Problem

The City wishes to change perception and branding initiatives. This evaluation project will evaluate the impact and development of the branding initiatives of Brooklyn Park, and among national and international businesses.

Background:
The City of Brooklyn Park has placed emphasis on the diversity of the residents. The city is surrounded by other cities that are more vibrant, have less crime and better attract residents. Hence, the perception of the city is heavily undermined due to the comparison of the city with other cities by non-residents. Also, news stories are often negative and related to crime.
The branding program aims to:
1) increase positive attitudes of the city from the current residents and residents of Minnesota and the U.S.
2) change the views of non-residents in hopes of gaining more residency within the Brooklyn Park or increase the number of nonresidents that visit Brooklyn Park.

Purpose

-Support the refinement of Brooklyn Park's communication strategies by assessing public perceptions. This information will be used to guide their future branding initiative.
-Intended Users: Project facilitator in the Community Development Department and the assistant City Manager of Brooklyn Park.
Objectives:
- define what their desired success of influence
- show that their branding initiative are worth the funding
Approach: Developmental
•Appropriate for branding project where opinions of people are constantly changing
•Allows to redefine the branding initiatives
•Appropriate for branding project where opinions of people are constantly changing

Logic model & Stakeholder analysis
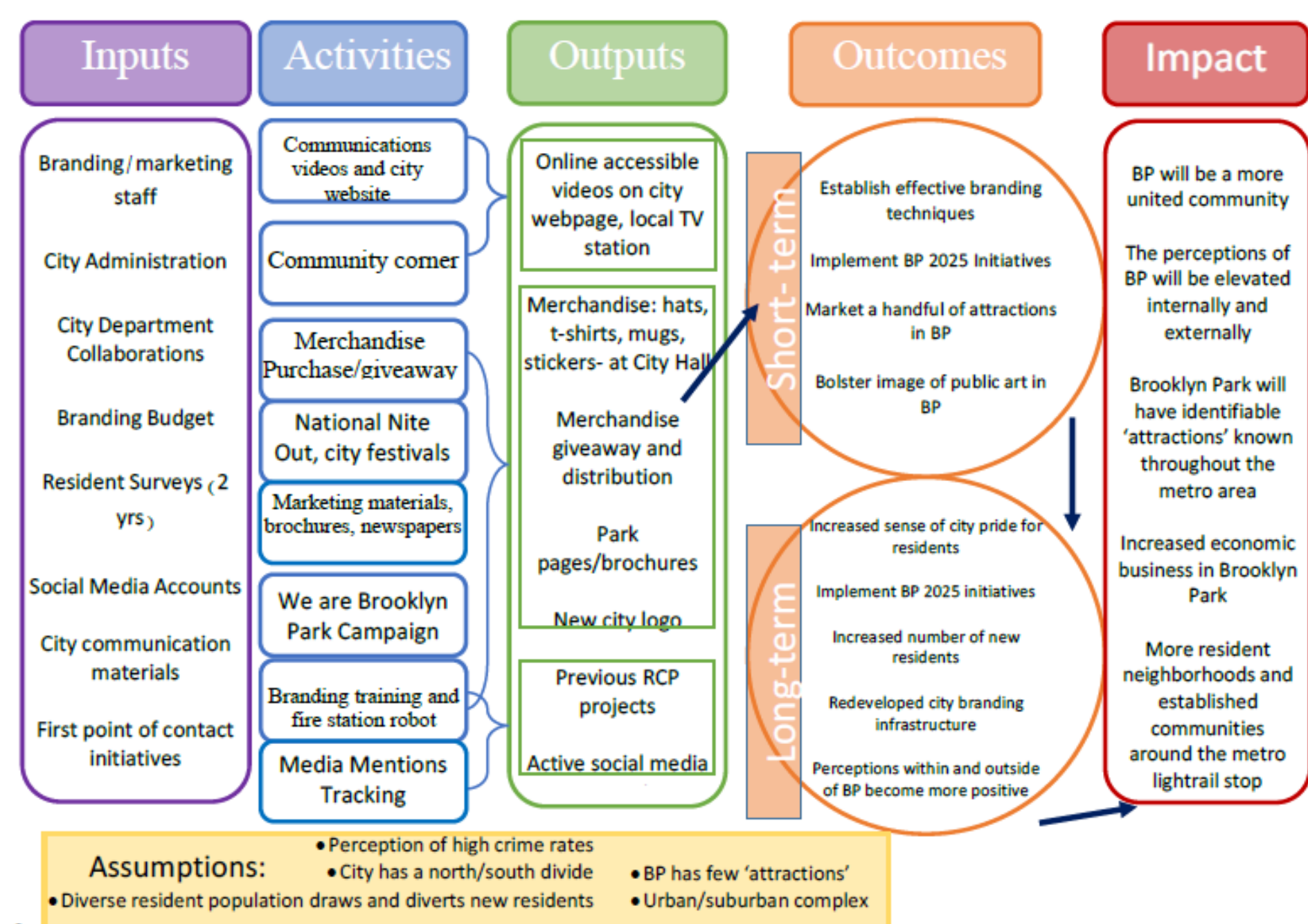
Research methods

Evaluation approach matrix

Research Questions	Information & Sources	Scope & Methodology	Limitations	Outcomes
#1 What branding techniques have been or are currently being successful in Brooklyn Park?	**Information** 1.Previous interventions used & effectiveness 2.Comparison of the interventions **Resources:** City Data	**Scope:** 1.Conduct Opinion Polls 2.Organize and conduct focus groups **Timeframe:** Beginning of the evaluation **Methodology:** 1.Opinion polls 2.Focus groups	•Skewed Data from low response rates •Self-selection bias •Incoherent responses •Establishing a causal connection	General assessment of: •Branding Initiative •Perceived image
#2 What branding techniques have the broadest influence in Brooklyn Park?	**Information** 1.Way to measure this broad influence 2.Techniques Brooklyn Park currently utilizes **Resources:** Conversations with Brooklyn Park rebranding staff	**Scope:** 1.Administer Opinion Poll and collect data 2.Organize and conduct focus groups 3.Analyze community survey data **Timeframe:** Beginning of the evaluation **Methodology:** 1.Focus groups 2.Survey feedback data 3.Opinion polls	•No benchmark measurements •Limited regulation of the number of people reached through opinion poll at public event •Self-selection bias	•Define desired outcomes •Determine which initiatives have the broadest influence
#3 What branding techniques are the most resourcefully feasible for Brooklyn Park?	**Information:** 1.List of Interventions 2.Cost of each intervention and a cost comparison 3.Effectiveness of each intervention **Resource:** •Interventions used •Costs of each intervention	**Scope:** 1.Obtain costs for each intervention **Timeframe:** Before the evaluation process begins **Methodology:** 1.Cost-analysis	•It is difficult to establish causal connection •Inaccurate results if benefits are overestimated	General Assessment of: •Branding interventions •Which intervention yields most feasible results •Which interventions to continue or which to eliminate
#4 How will Brooklyn Park continue to monitor the success of the branding initiative?	**Information** 1.Performance measures 2.Stakeholder analysis **Resource:** •Review of successful city branding resource •Review how to make stakeholder engagement meaningful to the project	**Scope:** 1. Organize and conduct outcome mapping workshop **Timeframe:** Measurement occurs after evaluation is complete **Methodology:** 1.Outcome mapping	•Outcome Mapping is a complex process, and relies heavily on participation rates.	•Decide if initiatives in place are meeting program goals •Show which interventions are worth funding

Opinion poll

•Opinion Polls are the most feasible way to evaluate the perception of the Brooklyn Park. Minimal resources are required for these polls, but they can yield great results if done by randomly selecting participants. Opinion Polls can help
  •capture both current and shifting perceptions of Brooklyn Park by the stakeholders
  •capture the Exposure of the Brooklyn Park brand
•Opinion polls will help the Brooklyn Park team to:
  •Expand communication strategies through Brooklyn Park's social media platforms and city meetings
  •Data analyst to create a random sample
  •Can reach 1000 responders
  •Can be customized to analyze the responders specific to desired regions.
  •Can result a statistically significant results
  1. **Youtube poll** to reach 1000 people in the U.S or MN
  2. **Facebook poll** to reach 1000 people in Brooklyn Park or MN
  3. **City Hall poll** to reach Brooklyn Park residents

Opinion Poll Question: Do you have a favorable opinion about the city of Brooklyn Park, Minnesota?		
Yes	No	N/A

Focus groups

Focus Groups consist of :
6-10 participants
A moderator, an assistant moderator (to transcribe notes)
Total of 6 focus groups are recommended
3 for residents, 3 for business owners
Hour long sessions with 7-8 questions per session

- **Focus groups** allow for the exploration of thoughts and opinions of residents and business owners in Brooklyn Park
- **Focus Groups** can capture stories that go beyond simple 'yes' and 'no' responses to questions
- **Focus Groups** will help the Brooklyn Park team to understand how residents and business owners perceive the city

Focus group questions from residents and business owners:
1. What do you think of Brooklyn Park?
2. Why did you choose Brooklyn Park among other cities in the metropolitan area?
3. a) What are the most important aspects of a city to you?
 b) How well does Brooklyn Park match those aspects?
4. If you could move elsewhere, would you? What do others think of Brooklyn Park?
6. Have you noticed the recent branding initiatives of Brooklyn Park? If so, what changes have you noticed?
7. If the majority of the group indicates that they have noticed the branding changes then ask the following question- Has your opinion about Brooklyn Park changed due to the rebranding alterations? If so, how?
8. How do you think the way people see and think of Brooklyn Park could be improved?.

Data analysis

Clean: Clean up transcripts by condensing and abbreviating comments. Assign each participant a participant number and a group number
Compile: Create a separate Excel datasheet for each focus group. Within each datasheet, use one spreadsheet per question. Label columns on each sheet: category code, participant ID, responses.
Categorize: When all comments have been entered, look for common themes across the responses for each question. Lump these themes into categories and assign a letter (for Excel coding purposes). Use Excel's 'Sort' function to group entries by the assigned letter categories. If some entries seem inconsistent for their category, consider re-categorizing, or adding another category. Repeat this process for each focus group session.
Synthesize: Identify category and sub-category heading titles.
Analyze: Write 'findings' in an engaging narrative that describes themes in responses. Note similarities and differences across groups.

EXAMPLE OF DATA ANALYSIS GRAPH

Group 1: Residents		Key:
		A – Family/Kids B–parks C–Affordability D–Work
Question 1: What do you think of Brooklyn Park?		
Category Code	Participant ID	Responses
A	1.4	"I think Brooklyn Park is a good place to raise my family"
B	1.5	"I like the parks here"
C	1.1	"I think it is kinda dirty but affordable"
A	1.2	"I've lived here my whole life, I just love it and would never move. My family is nearby so that's also convenient and important to me"
D	1.6	I'm new to Brooklyn Park, I moved here to be close to work. I like it so far"
C	1.3	"My wife is from here and we just got married. She likes it so much so we decided to buy our first house here. It was affordable and close to both our jobs so that's nice"

About this project

This project was completed as part of Program Evaluation class PA 5311, a course at the University of Minnesota offered in Spring 2017, with support from the Resilient Communities Project (RCP). RCP is a program of the Center for Urban and Regional Affairs (CURA). To learn more, visit rcp.umn.edu.
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For more information about this project or to view the complete report, please visit rcp.umn.edu.