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Course Name: Strategic Communications Campaigns

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In partnership with Iowa Valley RC&D
Final Report
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Final Report

Executive Summary:

ICKitchenConnect is an initiative of the Iowa Valley Resource Conservation and Development. The purpose of this initiative is to link entrepreneurs with high grade kitchens in order to ease the process of starting a business and reduce their start-up costs to a fraction of the price. In addition to linking entrepreneurs with kitchens, ICKitchenConnect also provides them with extensive information regarding insurance, licensing, food safety, and other necessary documentation.

The purpose of this campaign is to create an outreach plan in order to meet two goals:
1. Create awareness of ICKitchenConnect among Johnson County Public Officials.
2. Create awareness of ICKitchenConnect among the Johnson County community.

In order to complete these goals we created four objectives that make up the outreach plan:
1. Research meeting times and dates of various community groups for speaking opportunities.
2. Create a draft of a press release to be given to the clients for future use.
3. Create an informational handout to be given out to public officials and at various event or speaking opportunities.
4. Provide pricing quotes for ICKitchenConnect merchandise.

Initial research was conducted in order to gain more information about the current opinions of ICKitchenConnect among its publics, and about the current state of the market in which it exists. The research methods include:
- Interviews with two representatives of kitchens that currently use ICKitchenConnect.
- An interview with a representative of Detroit Kitchen Connect.
- A survey of public officials in Johnson Country about their current knowledge and opinions of the initiative.
- Secondary research about potential marketing opportunities for ICKitchenConnect.

The main points from the research showed that:
- Majority of the public officials who were surveyed would be interested in endorsing the ICKitchenConnect initiative.
- The surveyed public officials prioritize entrepreneurship and economic growth when it comes to endorsing an organization or initiative.
- Secondary research showed that the average startup cost for a restaurant is $735,326.
- The interview with the Detroit Kitchen Connect representative showed that they receive much of their funding from grants and partnerships with other organizations and they obtained their kitchens mostly by word-of-mouth. Additionally, they have found it useful to create a 5 year plan.

Going forward, we suggest that ICKitchenConnect implements the outreach plan by:
• Creating an event to combine World Entrepreneurs Day and their one-year anniversary and use the press release provided to promote the event.
• Handing out the informational fliers to public officials and other community representatives.
• Purchasing merchandise to hand out to create awareness.
• Contacting community groups to schedule speaking opportunities.
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Situation Analysis

ICKitchenConnect is an initiative of the Iowa Valley Resource Conservation and Development. This community-based initiative helps jumpstart food-related entrepreneurs’ careers by placing them in contact professional kitchens in the area. Entrepreneurs who work with ICKitchenConnect alleviate the expense of buying their own expensive culinary appliances or kitchen spaces by renting out a local kitchen by the hour. In addition, ICKitchenConnect offers food business tips like licensing, food safety, insurance, and pricing in order to help make your business successful.

Currently, ICKitchenConnect needs the support of the Johnson County community and public officials. Ideally, the public officials would endorse ICKitchenConnect and recommend it to entrepreneurs and the people of community would help with word-of-mouth endorsements. By informing these people of the economic and community benefits of this initiative, ICKitchenConnect has the opportunity to gain more rentable kitchens and entrepreneurs.

Core Problem/Opportunity
The core problem ICKitchenConnect is facing is that it is still a new initiative and there is not very much recognition of the brand. Once ICKitchenConnect gains more awareness in Johnson County they will be able to then promote the benefits of the initiative and gain further endorsements.

Internal environment
Currently ICKitchenConnect consists of two representatives, whose efforts are also invested in other initiatives. This could potentially pose a problem when it comes to scheduling, community engagement and overall day-to-day operations.

ICKitchenConnect currently receives financial support from a variety of sources including The University of Iowa Office of Outreach and Engagement, Johnson County, and The City of Iowa City. Additionally ICKitchenConnect receives in-kind support from The Johnson County Crisis Center, New Pioneer Co-op, UI Partners, Kirkwood Community College, and Iowa City Area Development group.

Public perception
ICKitchenConnect just began in September 2015 and is still gaining traction in the Johnson County community. As of right now, there are no known negative opinions of the initiative. Overall, ICKitchenConnect still has much progress to be made in terms of becoming a well-known throughout the community, but once the brand of ICKitchenConnect is established, strategic marketing tactics should be implemented in order to grow the initiative as a whole.
External environment
Currently there is no known competition with ICKitchenConnect in its direct market, which is Johnson County, Iowa. The most similar organization to ICKitchenConnect is Detroit Kitchen Connect, but since ICKitchenConnect was modeled after them, they would be considered more of a peer than a competitor. Additionally, there is no other organization that could limit the effectiveness of ICKitchenConnect’s outreach campaign or success.

Publics
The publics this campaign will focus on will be the producers, enablers and customers. The producers are the clients (Jason and Jessica). The outreach plan will ease their efforts in creating awareness of ICKitchenConnect. We have ensured that we created an outreach plan that is feasible for just two people to implement. The next public is the enablers. This includes the Johnson County public officials, who have the ability to influence potential customers and endorse this initiative. The final public for this campaign is the customers. This includes the kitchen owners and entrepreneurs that could utilize this service. The outreach plan will help create awareness among potential users or suppliers for ICKitchenConnect.

Situation Conclusion
At this point, ICKitchenConnect is at a pivotal stage. It just recently began and it has the opportunity to grow into a well-known and reputable initiative in Johnson County. ICKitchenConnect has not had any huge setbacks or scandals which allows for much growth. If the outreach plan is utilized, ICKitchenConnect has the ability to gain more rentable kitchens and become better established in the community.
2) Research Report

2.1. Research Methods:
The research methods that were utilized were surveys, interviews, and secondary research. The surveys were sent to thirty-three public officials that represent the Johnson County area. This survey gave the public officials easy access to the questions and an anonymous outlet for the most honest answers. The surveys were created and analyzed using the web tool Qualtrics. Qualtrics compiles and condenses all of the responses in graphs, figures, and manageable numbers. These surveys were sent out in the hopes of gaining a better understanding of the public officials’ views of the ICKitchenConnect, what they prioritize when it comes to endorsing an initiative, and if they would be interested in learning more about ICKitchenConnect.

The first two interviews conducted were with the two kitchens featured on the ICKitchenConnect website. Gerald Sorokin, the Executive Director of Hillel House, was able to be interviewed at the Hillel House and explained his affiliation with ICKitchenConnect. The second kitchen, the 1105 Project of the Johnson County Crisis Center, was represented by Becci Reedus, the Executive Director. Sorokin and Reedus both allowed for an audio recording of the interviews. These interviews gave insight about how they became involved with ICKitchenConnect, their current relationship with the initiative and representatives, and why they would recommend it to other kitchen owners.

A third interview was conducted with Anika Grose, the coordinator of Detroit Kitchen Connect. The communication started via email, but the final interview was conducted over the phone.

The research was geared towards the steps they took and provided an understanding of what worked for them in order to become a successful initiative in the Detroit area.

2.2. Key Findings:

Primary Research
During the first interview, Becci Reedus, Executive Director of the 1105 Project, explained what ICKitchenConnect has done for them. Though the 1105 Project does not currently have any renters, two people have expressed an interest in utilizing their kitchen space. Reedus proposed that a lack of knowledge about ICKitchenConnect could be a reason why more people are not utilizing it. Reedus said that when interested entrepreneurs contact the 1105 Project directly, she directs them to the ICKitchenConnect website where different licensing information can be found. Compensation for the 1105 Project has not yet been worked out with ICKitchenConnect, but will be determined when an entrepreneur decides to further pursue use of the 1105 Project kitchen.

The second interview was with Gerald Sorokin, the Executive Director of the Hillel House. Hillel House has been renting their commercial kitchen to roughly three or four nonprofits and
catering organizations that follow specific Jewish dietary guidelines. Prior to kitchen use, each entrepreneur is completely licensed and has proper certification. In addition, the renters generally bring their own kitchen supplies (pots, pans, etc.). There is little to no compensation, as Sorokin sees this as a service and way to give back to the Iowa City community. Communication between Sorokin and ICKitchenConnect has been very limited thus far in their relationship, he claimed there is typically only a few minutes of conversation each month. He is unsure which of the organizations renting out the Hillel House kitchen is connected with ICKitchenConnect. In terms of his relationship with the organizations utilizing the kitchen, he said that they are very independent and follow important building safety procedures. He has given them instructions about how to lock up and has not had any issues thus far.

The surveys sent out to public officials were completed by ten public officials out of the thirty-three it was sent to. Valuable information regarding the current attitudes of public officials towards the ICKitchenConnect initiative was gathered from the Qualtrics surveys.

When asked if they have heard of ICKitchenConnect or the website ICKitchenConnect.com, 60% responded yes and 40% responded no. The next question was whether or not they would be willing to endorse ICKitchenConnect 67% responded yes, 11% responded no, and 22% responded saying that they would need more information on the initiative. Four of the public officials stated that they currently have contacts with owners of local, professional kitchens and all four of them stated they would be willing to share these contacts in order to promote ICKitchenConnect. The next survey question asked the public officials what kind of information would assist them in supporting and endorsing the ICKitchenConnect initiative. 100% of them said they would like to know how it supports entrepreneurship, 88% said they would like to know what economic benefits it creates, 63% would like to know what type of locally owned businesses it would create and 50% would like to know about the jobs it would create. Additionally, three of the officials responded that they would like to be contacted by the Iowa Valley RC&D for further discussions regarding ICKitchenConnect.

During the interview with Anika Grose, coordinator of Detroit Kitchen Connect, we learned that Detroit Kitchen Connect did not and does not work with city officials. Grose’s reasoning for not working with officials is due to the fact that their main goal is to help and support the community opposed to growing the city economically since nearly every organization involved (including DKC) are non-profit organizations. In addition, Grose emphasized that the driving force in gaining support is being known as an organization that helps food-related entrepreneurs with licensing and food regulations, not economic growth. DKC has been an organization three and a half years and they found it useful to create a five-year plan to help keep the program progressing, as well as utilize the plan as a check-and-balance method. DKC receives nearly all of its funding as grants from various foundations and no funding from the City of Detroit. Another source of funding and support comes from partnering with other organizations like Eastern Market Corporation and the FoodLab-Detroit. DKC currently has 2 non-profit based kitchens in use and a waiting list of entrepreneurs (roughly 53 already use the kitchen and they have a waiting list of at least 25+). They are in the process of revamping two more non-profit based kitchens. They issued an initial call for kitchens but gained all of their
kitchens by word of mouth. They chose not to utilize schools or restaurants because with schools you would be dealing with food safety and availability issues and restaurants my cause competition conflicts. As far as business created through their efforts, as of 2015 DKC has assisted in creating twenty-six companies and has created thirty-seven jobs. The difference in economies of Iowa City and Detroit was taken into account when analyzing these findings.

**Secondary Research**

According to our research on the Internet, “Iowa metropolitan areas are ranked among the best places in America to start a business” (Forbes Magazine). This means that food entrepreneurs could find a lot of opportunities to start their business in the Johnson County area. According to a restaurant industry survey, the average startup cost for a restaurant, including purchase of land, is $735,326. A survey of professional chefs conducted by the National Restaurant Association showed that locally grown meat and seafood was the “hottest” restaurant trend, followed by locally grown produce.

According to United States Department of Agriculture, “local food is a national phenomenon that has significant impact on every state’s economy. Local food projects can help grow local food economies and drive downtown and neighborhood revitalization” (Vilsack). Based on the research from bealocalist.com, there are 11 benefits to having businesses that are locally owned, versus chains or out-of-state owners: higher multipliers, more reliable, greater stability, more accountability, less vulnerability, smarter growth, greater identity, more entrepreneurship, greater creativity, greater social well being, and greater political participation.

There are 4 benefits of renting a commercial kitchen based on White Hat Kitchen website: low initial investment, flexible work schedule, no long term contracts, and lower fixed monthly costs. “Renting a commercial kitchen allows you to avoid the large capital outlay of outfitting your own space. Churches, businesses and nonprofit business incubators lease space to startup food businesses” (Gartenstein).

**2.3. Research Conclusion:**

In conclusion, research showed that we need to rework our campaign in order to maximize the potential of the organization. ICKitchenConnect will benefit by improving communication the public and public officials in order to maximize brand recognition. Additionally, we suggest that ICKitchenConnect coordinators utilize a five year plan considering it has worked so well for Detroit Kitchen Connect. Detroit Kitchen Connect also does not utilize public officials for financial support, so ICKitchenConnect should consider prioritizing what they are asking public officials for. For example asking for endorsements, event appearances and word-of-mouth suggestions would be best. In terms of gaining new kitchens, the campaign needs to pivot in order to accommodate our findings: 1) being a kitchen donor does not equal a money maker, 2) if your kitchen has specific regulations, we will match you with an entrepreneur that can abide by those regulations, and 3) Being a kitchen donor does not necessarily require more than a “minutes per month” commitment.
2.4. Appendix A: Survey Questionnaire

- Would you assist ICKitchenConnect with contacting kitchen owners?
- Are you willing to share these contacts?
- Do you have contacts with local kitchens?
- Would you be endorsing ICKitchenConnect?
- Have you heard of the ICKitchenConnect initiative?

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**What information would assist you to support ICKitchenConnect?**

- Promote local food
- Promote entrepreneurship
- Jobs it will create
- Economic benefits
3) Strategy

3.1. Goals and Objectives

Campaign Goal 1:
Increase awareness of ICKitchenConnect among Johnson County public officials.

The term public official refers to someone who is elected or appointed in a legislative, administrative, or judicial position. This person has the ability to make a large impact in the community. Specifically in Johnson County, Iowa, public officials include elected government officials, chamber of commerce members, community outreach members or city development staff.

Regardless of the specific position, each of these individuals are able to make large impacts on the community, which is why targeting public officials has been such an important goal for ICKitchenConnect.

By increasing awareness of ICKitchenConnect among Johnson County public officials, ICKitchenConnect could obtain endorsements, obtain financial support and, utilize the networks and contacts of public officials in order to increase high grade kitchen facilities and participating entrepreneurs.

Objective 1:
Create handouts to inform public officials of ICKitchenConnect.
In order to increase the awareness of ICKitchenConnect among Johnson County public officials, we will create a one-page informational handout to be printed and given to public officials. These handouts can either be directly given to the public officials or handed out at meetings, speaking events, or other various community events.

Objective 2:
Gather information about community meetings for ICKitchenConnect representatives to attend and speak about ICKitchenConnect.
Another way to promote ICKitchenConnect among community leaders is to directly speak to them about the benefits, goals and progress of this initiative. We will gather information about the meeting times and locations for the clients of ICKitchenConnect. This will help provide speaking opportunities for the clients and ease the process of researching various meetings to attend.

Campaign Goal 2:
Increase awareness of ICKitchenConnect among the Johnson County community.
Since Johnson County, Iowa is the main target area for ICKitchenConnect, the second goal is to create an overall awareness of ICKitchenConnect within this area in order to obtain more kitchens owners and entrepreneurs to participate in this initiative. The term Johnson County community includes business owners, community leaders, residents, or students.
Objective 1:  
Write a press release for clients to utilize in the future.  
This press release will be written for a future date. In order to make it newsworthy we will tie together ICKitchenConnect’s one year anniversary and World Entrepreneurship Day. We will also be providing various outlets for this press release to be sent to.

Objective 2:  
Obtain price quotes for ICKitchenConnect merchandise.  
In order to accomplish the second goal of creating awareness of ICKitchenConnect throughout the Johnson County community, we will be obtaining price estimate for reusable grocery bags with the ICKitchenConnect logo on it as well as suggested sayings. These are things that can be handed out at events, speaking events, the farmer’s market, etc.

3.2 Action Strategies  
After switching focus throughout the semester, the strategy we selected was to create an outreach plan for the ICKitchenConnect clients to use in the next couple of months in order to grow the initiative and create awareness. Since the clients are our primary public we have ensured that this outreach plan is easy to follow and use. The next couple of months is essential in the growth of ICKitchenConnect and by following the suggested items on the outreach plan the clients will be able to promote ICKitchenConnect and its economic and community based benefits. This outreach plan will target Johnson County public officials as well as the Johnson County community. Officials and community members will hopefully be inspired to promote ICKitchenConnect to the public and spread the word to potential entrepreneurs and kitchen owners.

3.3 Message Strategies  
The core message of the ICKitchenConnect initiative campaign is to inspire entrepreneurship within the Johnson County community in order to drive economic and community growth. The primary message channels that should be utilized to promote this message are the informational handouts created by this group, the community speaking opportunities, the suggested community event, and the press release. The primary message sources will be Jason Grimm and Jessica Rilling, as they are the current leaders of this initiative. Eventually, with gained support from the community there could potentially be secondary message sources which could include public officials or other prominent community members to endorse the initiative.
4) Tactics

4.1. Dates/times of community meetings

As a part of the outreach plan for ICKitchenConnect, we have compiled a list of meeting times and places for representatives to visit and speak at about ICKitchenConnect. These are meetings of important community groups that would help endorse and create necessary awareness for this initiative. This is a compiled list of various community meetings in the Johnson County area:

**Iowa City Noon Rotary Club:**
Meet Thursdays at 12:00PM
University Athletic Club
1360 Melrose Ave
Iowa City, IA 52246
United States

Contact information: Thais Winkleblack
twinkleblack@midwestone.com
http://portal.clubrunner.ca/1644

**Coralville North Corridor Rotary Club**
Meet Wednesdays at 12:00PM
Vesta
840 Quarry Rd. #100
Coralville, IA 52241
United States


**Iowa City A.M. Rotary Club**
Meet Tuesday at 7:00AM
Kirkwood Room
515 Kirkwood Avenue
Iowa City, IA 52240
United States

President: Myrene Hoover
http://icamrotary.org/SingleEmail/Send?MemberId=G+AF5O0LVkU2Q2dd2VjGVQ==

**Kalona Rotary Club**
Meet Tuesdays at 12:00PM
CBI Bank
402 B Ave.
Kalona, IA 52247
United States
http://kalonarotary.blogspot.com/

Iowa City Chamber of Commerce:
Weekly Coralville round table
Iowa City round table

info@iowacityarea.com
(319) 337-9637
http://events.iowacityarea.com/events
4.2. Press release

This press release was created as a part of the ICKitchenConnect outreach plan. It is intended to be used in the future to promote ICKitchenConnect in conjunction with “World Entrepreneurs’ Day” on August 21, 2016.

FOR IMMEDIATE RELEASE

August __, 2016

Contact [Contact]
Telephone [Company Phone]
Cell [Cell Phone]
Email [Company Email]
Website [Website]

ICKITCHENCONNECT CELEBRATES ONE-YEAR ANNIVERSARY WITH WORLD ENTREPRENEURS’ DAY EVENT

ICKitchenConnect hosts an event to celebrate one year

Iowa City, IA, August 21, 2016— ICKitchenConnect will host an event on August 25st to promote entrepreneurship while celebrating their one-year anniversary. ICKitchenConnect is an initiative of the Iowa Valley Resource Conservation and Development. ICKitchenConnect links entrepreneurs with high-grade kitchens in order to ease the process of starting a business and reduce their start-up costs to a fraction of the price.

[Insert a quote from a company executive about what the announcement means.] Hosted at the 1105 Project, located at the Crisis Center of Johnson County, ICKitchenConnect will be offering entrepreneurs free advice for licensing, food safety, insurance and more. In addition, the first 25 entrepreneurs will receive a voucher for a free session in a professional, industrialized kitchen, along with a free t-shirt or bag.

World Entrepreneurs’ Day, WED, is celebrated annually on August 21st. The purpose of World Entrepreneurs’ Day is to create awareness for entrepreneurship, innovation and leadership throughout the world. World Entrepreneurs Day is a great opportunity to push philanthropic, social and ethical business practices via conferences, awards and initiatives. Participants are encouraged to use the hashtags #ICKC and #TwentyFirstAugust on social media.

[Insert a customer quote or news about partnering with another company, if appropriate.]

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If you would like more information about this topic, please contact Jason Grimm at 319-622-3264 or email at jason@ivrcd.org.

If you would like more information about this topic, please contact Jessica Rilling at 319-622-3264 or email at jessica@ivrcd.org.
Media Contact Info:
The Gazette - Call for press releases: 319-398-8313 or 319-398-8393
Press Citizen Media Specialist - Ian Goodrum: Community engagement editor, igoodrum@press-citizen.com
The Daily Iowan - Bill Cooney: Metro Editor, bcooney4@gmail.com
Little Village - Editor@LittleVillageMag.com

4.3. Handout for meetings and public officials
The use of this handout is for it to be a promotional media communication tactic. This promotional media tool is to be given out to local public officials as well as during rotary club meetings. The 8.5 x 11 piece of paper includes the ICKitchenConnect logo, its website for viewers to visit, and ICKitchenConnect’s current sponsors. It features a quote from Gerald Sorokin, executive director of Hillel House, saying his reasons for partnering with ICKitchenConnect in order to show a first hand account of the organization working within the community. There is also three columns in the center of the page to highlight things that ICKitchenConnect does for the community. This promotional item should be used to inspire local public officials to endorse ICKitchenConnect financially or through word of mouth. At the rotary club meetings, the handout should be used to raise awareness of ICKitchenConnect throughout community members in order to gain more potential entrepreneurs or kitchen owners.
HELPING ENTREPRENEURS GROW

ICKitchenConnect links food entrepreneurs with commercial kitchens in Eastern Iowa, allowing them to start-up their businesses at a fraction of the cost and maximize profits when they need it most.

$ LOCAL ECONOMIC GROWTH
ICKitchenConnect supports new food businesses as they get started and organizations as they rent out their kitchens.

$ FOOD BUSINESS RESOURCES
ICKitchenConnect provides information on food licenses & regulations, labeling, safe food handling and more.

$ ENCOURAGING ENTREPRENEURSHIP
ICKitchenConnect connects entrepreneurs to kitchens for rent. New kitchens can cost up to $100,000.

www.ickitchenconnect.com

"I really see it as a service to the community, its one of the ways that our organization can reach a larger segment of the Iowa City community by providing access to the kitchen facility."

Gerald Sorokin, Executive Director of Hillel House.

CURRENT SUPPORTERS

[Logos of various organizations]
4.4 Merchandise

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<th>250</th>
<th>500</th>
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You may order less than the minimum quantity

**Price Includes:** One color one location imprint.

**Full Color**

Imprint Option: Full Color

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Product website:

[http://bankersadvertising1.espwebsite.com/ProductDetails/?productId=5969934&tab=Tile&autoLaunchVS=1&referrerPage=ProductResults&refPgId=506677130&referrerModule=PRDREB](http://bankersadvertising1.espwebsite.com/ProductDetails/?productId=5969934&tab=Tile&autoLaunchVS=1&referrerPage=ProductResults&refPgId=506677130&referrerModule=PRDREB)
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These merchandise bags are designed to create awareness of ICKitchenConnect among Johnson County community. The three different logos on various types of bags give options to choose and quotes are provided to compare. These bags are planned to be handed out at events, speaking events, the farmers’ market, etc.
5) Budget and Implementation

**Implementation Timeline:**
After creating an outreach plan for ICKitchenConnect, we suggest the following timeline for implementing all of the deliverables.

- June 27: Order preferred merchandise (t-shirts and reusable grocery bags)
- July 4 - 8: Brainstorm for event ideas
- July 11: Begin planning for event
  - Call 1105 Project about event dates
  - Edit press release to include event
- August 1: Distribute officials handouts
- August 8: Send out press release to local media
- August 25: Hold ICKC event for World Entrepreneurship Week

**Budget:**
The resources used for this campaign will focus on the funds spent on the event, other printing needs, and ordered merchandise. The proposed event would use minimal funds due the use of the 1105 Project as the donated venue. Refreshments and small food platters should also be included for the event. Merchandise budget will depend on what reusable grocery bags the client prefers. The suggested choice is the third option above where the client can order 100 bags for $1.91 each. Overall, the budget for the continuing campaign should cost no more than $1,000.

6) Evaluation
Throughout the semester different objectives were determined with the end goal being to raise overall awareness of ICKitchenConnect. For the first objective, a one page informational handout was designed and printed. This handout can be passed out at community meetings or sent to public officials to help educate them on the initiative. The second objective was obtaining information about community meetings that ICKitchenConnect representatives can attend and speak about the initiative at. This will give Jason and/or Jessica the opportunity to speak directly to a wide variety of people. Next, a press release was written, which should be used as a resource for clients to use in the future. A release date for the press release was established in the timeline above. Finally, price quotes for ICKitchenConnect merchandise was obtained through various websites.

As previously stated above, the goal of each of these objectives is to raise overall awareness of the initiative to public officials, potential entrepreneurs and kitchen owners. These objectives as well as the implementation plan and timeline listed in the previous section all combine together to form the focus of this campaign, a public outreach plan.

Due to an overall lack of time, the ICKitchenConnect officials group didn’t have the opportunity to actually implement this plan, therefore it is difficult to say whether the objectives have been met. However, there is no reason that these objectives should not raise community and official awareness of the initiative.
7) References
Gerald Sorokin - Executive Director of Hillel House
Becci Reedus - Executive Director of Johnson County Crisis Center
Anika Grose - Detroit Kitchen Connect Coordinator

8) Appendix B: Works Cited


IC Kitchen Connect webpage: http://ickitchenconnect.com/
Detroit Kitchen Connect webpage: http://detroitkitchenconnect.com/
IC Kitchen Connect Facebook: https://www.facebook.com/ICKitchenConnect/
Additional Resources:
Google drive has articles on economic benefits and new jobs with IVRC&D: “2013 Economic Impact of Iowa’s Local Food Champions: Field to Family Food Coalition”, November 2014. https://drive.google.com/drive/u/0/folders/0BzVf92iRqFzzMEVodTZaNXp4Yms