

THE CITY OF NORMAN: FINAL RESEARCH REPORT



The University of Oklahoma

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EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

Throughout the semester, our team has worked vigorously to address the issue of communication between the City of Norman and the citizens of Norman. We have analyzed the knowledge of consumers as well as current communication trends in order to determine the most effective use of resources for the city. This report includes all of the research, findings, and suggestions we have accumulated in order to best address this situation. The following summaries will provide a brief overview of each research process.

We have identified three main problems currently hindering the City of Norman, as well as the consequences of not addressing those problems. Our analysis of secondary research begins by looking at the current status of the City of Norman, both internally and externally. Listed in this section are advantages and disadvantages of the city's performance, as well as internal strengths and internal impediments. Externally, there is a comparison to the City of Moore, due to the relative proximity and size of the two cities. This comparison produces valuable information about competition, external impediments, and opportunities for growth.

Our goal for the in-depth interview is to find out what communication outlet the people of Norman prefer to use or find easiest to use when it comes to satisfying their needs, and to overall better the relationship between the city and the people of Norman. We found that residents mainly use the website as a source of information about the City of Norman, however it is difficult to navigate for some users. We also learned that residents are not really concerned or interested in what the city is up to or doing on its social media and that the Action Center is a great tool, but it is not well marketed.

For our social media audit we looked at the social media presence of the City of Norman (the client), the City of Edmond (competitor) and the City of Stillwater (competitor). The audit consists of researching and examining the social media of a business or brand. We found that the social media of the City of Edmond is more personable, it has images of people in the community and of the community while Norman's is just flyer graphics which portrays a disconnect with the followers. It also should be noted that both competitors have the upper-hand when it comes to their website design. Through the audit we concluded that there is a necessary need for a website redesign and more community showcasing on social medias.

A survey was designed by our class instructor, Hye Lim Lee, and was sent out to residents of Norman. The goal of this survey was to determine how connected and familiar the citizens of Norman are with the city, and how to improve the relationship between the citizens of Norman and the city. The survey was available to the public between the dates of October 21st and October 28th, it took roughly 10 minutes to complete. Our class collected 316 responses from individuals with varying ages, genders, occupations, etc. The findings from the survey helped us to identify the problem areas in the communication between the City of Norman and the citizens, which are listed and explored in this section.

Throughout the course of this evaluation, we found three critical relationship trends. The first is the relationship between age and brand awareness, second is the relationship between interest in what is going on around Norman and visiting the social media sights, and finally the relationship between college students and not knowing Norman's city council members. We also found that low-income people are not always able to access the City of Norman's social medias or website. Based on these findings, we have compiled a list of suggestions for the City of Norman in order to better its relationship and overall communication between itself and the citizens.

SECONDARY RESEARCH

BACKGROUND

Problem statement

- The main problem is that the City of Norman is having trouble communicating with the public.
- The city is trying to get an overall answer as to what avenue to communicate through with the people of Norman because they use multiple social media outlets and a website.
- The city is short-staffed (and low-funded) based off of what Tiffany Vrska and wants to make sure they are using their resources wisely.

Consequences

- This situation is important to the city and its mission to communicate to the public. It is important it is able to communicate effectively with its citizens because at the end of the day its purpose is to be there for the people.
- This issue has not hindered the city completely from effectively communicating with the people, however solving it is a positive opportunity to better this relationship.

Resolution

- The situation can be resolved if we can determine the best way for the City of Norman to communicate with the public and vice versa. Everyone will be benefited if there is effective, two-way communication between the citizens and the city.

INTERNAL

Performance

- The City of Norman currently provides several mediums to communicate with the city. The city has a website, social media including a complaint hotline, Facebook, Instagram, newsletter, public forums and Twitter.
- The advantages/benefits of this is that the City of Norman has created several options for communication. They also have an updated website and verified social media platforms to ensure communication.
- The disadvantage/problems with its mediums is that they are not sure which one is reaching majority of the Norman public. Also, many of these are one-way communication platforms and there is no established brand identity.

Niche

- The City of Norman is very unique in that it is home to the University of Oklahoma. Norman has a diverse population of all ages, with a large number of young adults residing here for most of the year for school.

Structure

- Currently, the communications team for the City of Norman is only two people that cover 13 departments.
- There is a multimedia specialist, but it is more of a tech-support role.
- The budget/any funding must be approved by the City Council.

Internal strengths

-The city already has social media platforms (Facebook, Instagram, and Twitter) so it is one step ahead in modernizing itself and utilizing common communication pathways. The city needs to take advantage of this and really use the platforms.

-The City of Norman has a large population of students from The University of Oklahoma. They could utilize this resource and hire interns to manage the social media since it is short on staff.

Internal Impediments

-The City of Norman doesn't utilize its social media to the extent that it could (posting everyday, etc.)

-The City of Norman's website, although they have one, seems outdated compared to other websites and hard to use (overall the information on the website is valuable and necessary). Updating the website's look will greatly benefit the city since it is the main form of communication between it and the residents.

-The logo the city created is confusing, distracting and not appealing to look at because there are a lot of elements within the logo. Changing the logo would help update the website and make the overall appeal of the city better.

EXTERNAL

Competition

In regards to an application that is similar to the City of Norman, the City of Moore would be its competitor because they are the closest major city to Norman. The City of Moore website shows exactly what it wants its residents to see immediately. You see "What's New" and "City Services" links on the homepage. This allows residents to easily access what is going on (with relevant and updated information) as well as the link to services that the City of Moore provides. They use its city's word 'Moore' as a play on words for its organization's mission. Two of its obvious goals from its website are to encourage its residents to 'Recycle Moore' and 'Be Moore Active', and these visual goals also follow a link for its residents to find more information on how to do so. The City of Moore does a really good job with the aesthetic characteristics that go into a successful website.

Opposition

The City of Norman research and website shows that it is not always current with its information and news since the posts are inconsistent and not scheduled. This may allow for residents to not go to its website or think of the City of Norman as reliable. Its performance shows that it may not be putting in all its efforts to make sure its residents are informed every day about the changes being made in their city and even their state.

External Impediments

-Part of the Norman population is seasonal due to the University of Oklahoma residing here. Some of these "part-time" residents/ students are going to want to have a say in what changes are made/how communication is done, others aren't going to care at all about the City of Norman and its efforts to improve its relationship with all demographics of Norman.

-Norman is seen as a suburb and not as a city, since OKC is 20 miles away. Because of this many people don't pay attention directly to Norman but instead look to bigger cities.

External Opportunities

- An opportunity for the city is for it to target more audiences that are present in Norman because it is such an active city with a vast range of people. However, it shouldn't stray from the respected target audiences (not every audience it hasn't targeted is beneficial towards its goal). This means that homeowners, voters, and permanent residents need to be more heavily focused on than OU patrons.
- The City of Norman should utilize the many businesses and organizations present in Norman to its advantage, it could partner with these various organizations and gain more traction (Campus Corner, Visit Norman, Main Street, University of Oklahoma etc.)
- Most people want to have an easier life, so they are going to want to have better communication with the city, so the City of Norman can take advantage of this and get the residents to listen.
- There is not much opportunity for something that is expensive because of the limited budget, so the city must utilize the resources that are currently available to it (the website and its social media platform).
- Tiffany said to our class that there have been attempts to have more communication employees hired, but the budget didn't allow for it this year. There is potential hope that they might be able to change this, but there is no way of knowing at this time.

Publics

Our enabling consumers include those that live in the city of Norman. These are the people who are wanting to be informed about key events, reported problems in the city, and easily find access to paying bills. These publics may be residents, voters, or students at The University of Oklahoma. The functional publics would also include those that are our enabling consumers, but would also include the two main employees at the City of Norman. These are the publics that allow the City of Norman to function. Without the two employees that wear many hats, within the Communications department, the logistics of the company would not exist. The residents, voters, and students on campus also are key to the City of Norman to function; without them there would be no one to help the city progress. Normative publics include the employees and the government. Overall the City of Norman takes the final say from the government. Diffused stakeholder publics may include students at The University of Oklahoma who do not consider Norman their main resident full-time. They may partake in the organization during certain scenarios; however, they are not a key public.

SITUATION ANALYSIS

OVERVIEW

Our secondary research allowed us to better understand the issue our client has and what can be done to solve it. The City of Norman is wanting to get an overall consensus as to what avenue it should communicate through to reach the residents and people of Norman. Although the city has a well-established website and social media profiles across various platforms, it is not utilizing these resources to their full potential. Although neighboring cities/towns may deem a possible threat, there is no threat within Norman that the city must compete against (besides itself).

The key public for the client is going to be active voters, or people who frequently take part in and stay up to date on local elections and politics. This public includes people that have some sort of education, belong to the lower middle class/middle class, and are long-time residents of Norman. This public cares about the city and wants the quality of life to increase. It is important to note that this public will be willing to help the city reach its goal. The people want to have a better relationship with the City of Norman, it will make the lives of people within it easier, and if anything, they will benefit from it, it is a win-win situation.

The city can reach this goal by updating its website, making it visually more appealing as well as logistically easier to navigate. The city should also become more active on social media, create a consistent schedule and stick to it, this will attract followers and keep them around. Social media platforms also serve as avenues to communicate and connect with the public, the website is the main form, but social media profiles further spread the word and upgrade communication. The City of Norman should also utilize traditional PR (e.g., newspaper, direct mailers, etc.), some of its key public will be easier to initially reach this way.

The City of Norman must utilize what it already has, and create a strong foundation with the community (e.g., homeowners, businesses, students, etc.) before it can expect the key public to work with and listen to what it has to say.

SWOT ANALYSIS OF THE CITY OF NORMAN

| | HELPFUL | HARMFUL |
|----------|--|---|
| INTERNAL | <p>Strengths:</p> <ul style="list-style-type: none"> • Several options for social media platforms. • Updated website with different links for communication. • Strong population of younger generations. | <p>Weaknesses:</p> <ul style="list-style-type: none"> • Not knowing what social media platform is best to communicate with the public. • The City of Norman isn't sure if the way its website is set up is helpful. • Its website and social media platforms do not intrigue or target younger generations. |
| EXTERNAL | <p>Opportunities:</p> <ul style="list-style-type: none"> • People want to be informed about the City of Norman. • Internships for students to help manage social media platforms and its website. • Finding ways to inform residents every day about the changes being made in their city and even in their state. | <p>Threats:</p> <ul style="list-style-type: none"> • Competing cities in Oklahoma with current information • Seasonal population due to the university. • Considered a suburb and not a city since OKC is so close. |

IN-DEPTH INTERVIEW

OVERVIEW

We want to know what communication outlet the people of Norman prefer to use or find easiest to use when it comes to satisfying their needs with the City of Norman.

Our goal here is to better the relationship between the city and the people of Norman, would that be achieved by updating the website? Improving social media? Creating a whole new website or system? All of the above? These in-depth interviews will hopefully give us answers to those questions so that we can help the city reach its goal.

From these in-depth interviews we also want to know if this relationship is even a priority for the residents of Norman. How often are they needing to communicate with the city and is it worth making big changes if necessary?

RESEARCH QUESTIONS

The secondary research we conducted didn't allow us to talk to individuals personally. We could only gather information online and through our initial meeting with the client. While we were able to find out about the City of Norman's demographics, sociographic, and politics, we couldn't learn about people's personal experiences with the city. Some information that was missing after conducting our secondary research was knowing how often people interact with the hotline, website, if they look at social media, and what the city can do better in order for residents to be satisfied. The research questions we came up with are:

RQ1: What medium/avenue would be the most effective for communication between the residents of Norman and the City of Norman?

RQ2: Is social media an effective resource for the City of Norman to utilize to communicate with the people of Norman?

DATA COLLECTION METHOD

Although secondary research is helpful, in this situation we are needing to research a very specific community of people, finding out what we need to know can effectively be done through in-depth interviews.

An in-depth interview allows us to really get the information we need, we as interviewers are able to get to know the interviewee, make them comfortable and work on the fly. In other words, this format allows us to ask specific questions based on the response(s) we get, meaning we get as much information as needed in the time being. This also means we get a clear, single answer (versus a focus group where you could get various responses) (H. Lee, personal communication, September 21, 2021).

Through in-depth interviews we are also able to read the interviewees body language and interpret their tone of voice. This in turn gives us more than an informative answer, it tells us how the interviewee really feels about what is being discussed, therefore giving us (the interviewer) clues as to what to ask next or how to proceed so that we can get as much viable information as possible.

We are choosing to interview an array of Norman residents, that way we can get a widespread idea of what everyone in Norman wants and needs from the city.

We are interviewing a homeowner, landlord, business owner, employee at the city and lifelong Norman resident. These people are all different when it comes to their daily lives but they fit the persona of who the city wants to connect with (they are all of voting age, relatively involved in the community, live here permanently, knows about Norman and are affected by what things the city does/changes(although the effect may vary from person to person)).

IN-DEPTH INTERVIEW GUIDE

The questions in our in-depth interview guide are targeted towards the citizens of Norman, because the City of Norman would like to communicate with all of its residents the interview questions had to be applicable for all demographics and people of Norman. The guide focuses on how interviewees prefer to communicate, their communication habits, interests in Norman and their social media habits.

For more information on the in-depth interview guide and a full list of the questions visit the appendix.

FINDINGS

Residents mainly use the website as a source of information about the City of Norman.

- “I don’t really go seeking information often but we got the help and information we needed by just googling it and got led to the City of Norman website,” (Transcript 2).
- Multiple interviewees shared that they use the website to answer any questions or to complete whatever their respected task is.
- In one interviewee’s case she was having an issue with her trash bins, when trying to figure out who to contact to solve the problem she stated, “...my husband kinda looked it up and we found a thing on their website with information and like a section where we could message so we emailed them” (Transcript 1). She further explained that the issue was solved through email exchanges through the action center.
- A City of Norman employee stated, “...with the new website we are able to do a lot more communication a lot faster. So I think there’s already a huge improvement that’s happened in those past issues have been resolved with that” (Transcript 4).

Residents are not really concerned or interested in what the city is up to or doing on its social media.

- Multiple interviewees shared that they had no interest or need to follow the City of Norman on social media.
- When asked if they followed any of the City of Norman social media one interviewee said “No, I don’t really follow accounts other than people I know, like I don’t think I would have any interest in seeing what they have to say” (Transcript 1).
- When asked if they were on social media they said “I am. But I am very limited on social media” (Transcript 3).

- “Maybe I need to be looking on their Instagram for more information, but that’s like the last thing people are thinking about on social media. They think about more fun things and not work things,” (Transcript 2).
- “Mostly I rely on my parents to tell me kind of what’s happening. I will watch twitter for like severe weather, but other than that I just wait for my parents to tell me what's going on around town,” (Transcript 5).

The Action Center is a great tool, however it is not well marketed.

- “ I would like the public to know that the Action Center typically averages a little over 600 contacts of residents a month and those are in all of those different forms that I told you about- by email, webform, phone, in-person, or by mail. And we are typically able to resolve those within 24 hours or so, depending upon the situation. I don’t think the citizens realize how many contacts we make with residents a month, because it is a lot, but we’re able to take care of them pretty quickly and without any issue for the most part, unless it’s not our jurisdiction or on private property or something.” - City of Norman Employee (Transcript 4).
- The City of Norman employee stated that the best way to contact the city is through the Action Center. “We have several different ways and that’s primarily the best way to reach out to us because we’ll know what department needs to address it” (Transcript 4).
- When asked if they have ever heard of or used the City of Norman hotline they said, “I have not used the hotline. I didn't even know that they had one, so they should make this known to the public” (Transcript 3).

The City of Norman website is difficult to navigate for some users.

- City of Norman Employee states, “We’re working on a new system to make it easier for residents to pay their bills online, but sometimes it’s still difficult for them to get logged in, especially if they’re using a phone or something.” (Appendix Transcript 4)
- “You know I just think there’s too much on the city website so you can get lost. It’s a hunt and search kind of thing. It’s a very legalistic type of thing. It’s all about what you can’t do,” (Appendix Transcript 2).

UNEXPECTED FINDINGS

- An interviewee has/had never heard of the hotline. It seems like some of the interviewees have called the city, but did not know about the hotline.
- Most calls received through the action center are about code violations.
- An interviewee stated they get their information about the city through The Norman Transcript (online in print) and Boyd Street Magazine, The Chambers Magazine.

IMPLECATIONS

- Residents do not really care about what the city is doing when it comes to its presence on social media.
- There needs to be incentives in order to gain attention and followers on social media so it does not seem boring.
- People of Norman enjoy the convenience that the website provides them, however it can be hard to navigate.
- The action center is an amazing tool for effective communication if people know it exists.
- The website could be a little bit better organized to be more user friendly.
- The City of Norman needs to do a better job advertising its website and action center so residents can use it for its multiple purposes.
- The City of Norman needs to integrate some sort of excitement

REMAINING QUESTIONS

- How can the city get people interested in its social media? Is it even worth doing?
- How can we make the City of Norman website the number one place that residents go to answer their questions?
- Why do residents not think to look at the City of Norman's website? Is this mainly because they do not know they have one?
- How can we best advertise the city's resources/action center?
- Would paid promotions help gain traction to the City of Norman's socials?

SOCIAL MEDIA AUDIT

OVERVIEW

Social media auditing consists of researching and examining the social media of a business or brand. In this social media audit we will be looking at the social media presence of: The City of Norman (the client), the City of Edmond (competitor) and the City of Stillwater (competitor). These competitors were chosen because they are in close proximity to Norman and have colleges in them.

The goal of this audit is to see what the competitors of our client, the City of Norman, are doing differently than our client and vice versa. With a social media audit we will also be able to determine what our client is doing that is working for them, what they need to improve on and what opportunities are available to them.

We examined this audit during the month of October. We have been working with this client all Fall and have been keeping an eye on its social media accounts while being in communication with them. Additionally, we recently started paying attention to the other cities: Stillwater and Edmond. It's important to understand what the other neighboring cities are doing, and if it is more efficient than what the City of Norman is doing.

SOCIAL MEDIA CHANNELS

- City of Norman: Social media channels and followers: -Instagram. 2,389 followers. - Facebook. 21k followers. -Twitter. 7,623 followers. -LinkedIn. 1,944 followers. -YouTube. 2,760 subscribers.
- City of Edmond: Social media channels and followers: -Instagram. 10.3k followers. - Facebook. 34k followers. -Twitter. 17.3k followers. -LinkedIn. 3,479 followers. -YouTube. 4.72k subscribers. -Nextdoor. Unable to identify.
- City of Stillwater: Social media channels and followers: -Instagram. 3,281 followers. - Facebook. 15k followers. -Twitter. 8,020 followers. -LinkedIn. 2,609 followers. -YouTube. 1.97k Subscribers. -Nextdoor. Unable to identify.

SOCIAL MEDIA CONTENT AND STRATEGIES

Overall key message:

- City of Norman: The overall key messages from the City of Normans social media are updates about the action center, traffic advisories, and events around Norman.
- City of Edmond: The overall key messages from the City of Edmond are more about cool things that have happened in Edmond. The content is more about National Day, improvements around Edmond, and events that have passed and content from those events.
- City of Stillwater: The overall key messages from the City of Stillwater are also about events that have happened in Stillwater and content from those events. They also talk about things citizens can be doing to make Stillwater better, food around the city, and upcoming events.

What the posts contain:

- City of Norman: Each post contains about 40% of image and 60% of text. Most posts have a flyer image along with a paragraph or two of text to accompany it, the text is informative to readers and provides contact information for those with any questions about the post.
- City of Edmond: A post contains 35% image and 65% text. The images are mostly of the community and people in the community (making it feel more personable) and the text is consistently around two paragraphs or more.
- City of Stillwater: Each post contains 70% of image and 30% of text. A majority of the posts consist of either a flyer visual or an image from events/meetings/forums the city has held and the text/caption ranges from one sentence to around a paragraph.
- City of Norman: The City of Norman's posts contain graphics (kind of like a flyer) filled with information.
- City of Edmond: The City of Edmond's posts contain photos they have personally taken of events or progress photos of construction.
- City of Stillwater: The City of Stillwater's post contains graphics, similar to Norman.

Content creators:

- City of Norman: The City of Norman's content is co-created content and shared content.
- City of Edmond: The City of Edmonds content is original content.
- City of Stillwater: The City of Stillwater is co-created and original.

Communication styles:

- City of Norman: Norman's communication styles are informational and passive.
- City of Edmond: Edmond's communication styles are historical and informational.
- City of Stillwater: Stillwater's communication styles are informational. Its communication style is more for learning purposes.

Is the content up-to-date?

- City of Norman: Yes, frequent posting about every day, sometimes multiple times a day.
- City of Edmond: Frequent posting about once a week, sometimes more.
- City of Stillwater: Frequent posting about once a week, sometimes more.

When do they post?

- City of Norman: The City of Norman posts mostly in the morning and afternoon.
- City of Edmond: The City of Edmond posts mostly in the morning and afternoon.
- City of Stillwater: The City of Stillwater posts mostly in the morning and afternoon.

SOCIAL MEDIA ENGAGEMENT

Average number of reactions:

- City of Norman: The city of Norman averages around 5-15 likes. The highest being 24. They don't receive many comments, most posts have none but more popular pictures get one or two. Twitter is very similar to Instagram and Facebook, but it normally only gets 1-2 likes and maybe one retweet, if at all.
- City of Edmond: Edmond's Twitter, although has more followers, does not receive hardly any likes or retweets. They average 3 likes and 1 retweet per tweet. Its Instagram receives average likes of 80-100 per post, its more popular posts receiving 250. The posts average anywhere from 5-8 comments per post.
- City of Stillwater: Stillwater's Instagram receives anywhere from 20-35 likes per photo, its more popular photos receiving 65. Comments range from 1-3 per an average post. Its Twitter is very similar to Normans's in the way they only receive 1-2 likes and maybe 1-2 retweets per tweet.

Types of content:

- City of Norman: Currently, the trending topics mostly have to do with OU football (Norman, OK- Brand Analysis). There is also trending content about technology centers and the Norman Weather Center. Original content generally receives the most engagement.
- City of Edmond: Trending topics for Edmond currently consist of content related to the University of Central Oklahoma and news related to former President Donald Trump. Original content generally receives the most engagement (Edmond, OK- Brand Analysis).
- City of Stillwater: Most trending content is about the University of Oklahoma State and its football team (Stillwater, OK- Brand Analysis). As with the other two, original content generally receives the most engagement.

Times with most engagement:

- City of Norman: Norman gets the most social media engagement around noon each day. Norman also has consistent engagement on weekdays and weekends (Norman, OK- Brand Analysis).
- City of Edmond: Edmond has peak engagement in the afternoon around 2:00 p.m. Edmond also has higher engagement on Mondays and Fridays (Edmond, OK- Brand Analysis).
- City of Stillwater: Stillwater has the most engagement in the evenings around 7 p.m. with Saturdays being the most popular day (Stillwater, OK- Brand Analysis).

General sentiments:

- City of Norman: Norman's comments are either filled with support, or political questioning. Some people are angry with the announcements the City of Norman posts because they don't agree with it. In a recent post regarding budget changes, a follower commented: "Looks like you all need to budget better." However, some posts get compliments on the initiative values or the great work they're doing. Content that receives the most positive reviews relates to more fun topics like Halloween safety, festival announcements, and other city events. Content that receives negative sentiments pertains to city ordinances and budget updates.
- City of Edmond: The City of Edmond is similarly filled with mixed emotions and opinions. Its Instagram focuses on more positive subjects, but some commenters still find flaws in the content. Generally, it is mostly positive. They have more engaged followers than Norman and Stillwater, assumingly because of the large school districts that reside in Edmond.
- City of Stillwater: The City of Stillwater's social media sites receive positive and neutral feedback. Unlike Edmond and Norman, its commenters are not quick to point out flaws in the social media accounts. Many commenters simply show their support without giving other opinions.

WEBSITE

- City of Norman: We have prior knowledge that his site was completely redesigned somewhat recently, however the design is not the most visually appealing. There is a lot of good information and the categories are divided/organized well, the layout guides the user fairly well. However, we also have prior knowledge that the site has been hard to navigate for some users, there is a search bar feature available that could shorten the search time for users and make the experience more enjoyable.
- City of Edmond: The design of the website is easy to navigate but some of the design choices make it seem outdated. Overall the website has a lot of viable information and it is neatly organized, there is even a search bar where users can just type whatever it is they are looking for. Although the design looks outdated the information itself appears to be updated and relevant to the time we are in.
- City of Stillwater: This website is visually appealing, easy to navigate and there is evidence that information has been updated. The design of the site makes the user feel welcomed and not overwhelmed with the amount of information available, there is also a search bar available to users to find whatever it is they're looking for quicker.

Further steps:

- City of Norman: There is an address visible on the website, a phone number for the action center, a non-emergency police hotline phone number and a link that guides users to a place where they can message the city. There is also contact information available on just about anyone whether it is a city council member or the parks and recreation department. Users can find phone numbers, email addresses, physical addresses and fax numbers of these departments and public servants.
- City of Edmond: At the bottom of every page there is a “Contact Us” link which takes the user to a page where you can search the staff directory. You are able to search the person by name or search for them by category, making it possible and easy to find whoever it is you’re looking for. The address for the City of Edmond building is also listed at the bottom of any page, however there appears to be no phone number.
- City of Stillwater: At the bottom of any page on the website contact information is available, there is a phone number, address with directions and the (updated) city hall hours of operation. There is also a whole page dedicated to who to contact about different areas/topics, making it easy to find the necessary information needed.

SEO:

- City of Norman: If “Norman, Oklahoma” or “Norman” is searched on Google, the City of Norman’s website is the top result. The website also shows up with any other, more specific, search (such as “City of Norman” or “City of Norman government”). This is important because users searching will easily and quickly be able to find/visit the City of Norman’s official website, meaning they are going to have a positive experience and get the information they are seeking straight from the source.
- City of Edmond: By simply searching “Edmond” or “Edmond, Oklahoma” on Google users will see the City of Edmond’s website as the top result, this is important because those that are looking to access the website will have an easy time finding it and therefore a pleasant experience.
- City of Stillwater: If “Stillwater” is searched on Google the City of Stillwater’s website is the second result and requires the user to scroll (it is not visible without scrolling down), however if “Stillwater, Oklahoma” is searched it is the top result. Although the website still appears with broad or specific searches, there is room for improvement on getting the website as a top result for all possible searches.

SUMMARY AND RECCOMENDATIONS

What makes the competitors' web/social presence worse or better than the client's?

The social media of the City of Edmond is more personable, it has images of people in the community and of the community while Norman's is just flyer graphics which portrays a disconnect with the followers. Both competitors have the upper-hand when it comes to their website design, especially Stillwater. With prior knowledge we know that the City of Norman's website is missing some information and isn't always the easiest to navigate, the competitors' sites are more visually appealing and appear to be more modern design wise. However, the City of Norman has the action center which is a great resource that the others don't have, also overall the City of Norman has a lot of really great, necessary information for its citizens.

What are some examples of good social media/web strategies(from the competitors) that can be benchmarks for the client? •What recommendations do you have for the client to improve its web and social presence?

- Website redesign, the client needs to update its website to be easier to navigate and, as mentioned before, more visually appealing. Visitors will subconsciously not enjoy their experience with the website if the design is off putting, it is important that people have a positive experience with the website and keep a positive image/association of the City of Norman. The City of Stillwater specifically has a really nice website, the colors are welcoming, the pages are fun to scroll and everything is easy to navigate. The City of Edmond also has a well organized website however the color choices are dull and give off an outdated feel.
- The client does a good job with social media, however there should be less flyer images and more images of the community. The city should collaborate with local businesses and create consistency within the feed (for example posting about a local business every Tuesday or introducing someone who works for the City every Thursday), by doing so followers are going to pay more attention to what the city is posting and a loyal community on social media will form. The City of Edmond has a really good social media feed, because they post the community and people viewers already get a feeling of what Edmond is and is about without even physically being there.

SURVEY

OVERVIEW

The goal of this survey was to determine how connected and familiar the citizens of Norman are with the city, and how to improve the relationship between the citizens of Norman and the city. We want to know what social media they are on, how often they engage with the city, what topics are important to them, how they get their news from the city, etc. in order to determine the best route for engagement. It is important for us to understand the citizens' current relationship with the city in order for us to develop a more effective plan for communication and create a more beneficial relationship for both parties.

RESEARCH QUESTIONS

RQ1: What medium/avenue would be the most effective for communication between the residents of Norman and the City of Norman?

RQ2: Is social media an effective resource for the City of Norman to utilize to communicate with the people of Norman?

DESIGN AND PARTICIPANTS

Our goal is to improve the communication between the City of Norman and the residents, to answer this question and achieve this goal we as researchers need to hear the opinions of a large group of residents that are able to candidly answer questions. A survey is the best way to accomplish this, we are able to gather reliable data in a timely manner, which is key.

The survey we used consisted of the questions and format that our professor, Hye Lim Lee, created. We sent it out to peers and posted it in Canvas classrooms so that multiple different demographics can see it. The survey was created and posted on OU Campus Labs.

The sampling technique we used was a web survey. Recruitment options for sending web surveys out consist of email lists, social media websites and platforms, and consumer panels. The sample size our class collected was 316, but the exact number of who the survey reached is unclear because each group member did it separately. The only downsides of using a web survey is that placement of questions within a questionnaire can create bias responses. Also, the respondents who were reached weren't all the appropriate segment of the target market we were trying to reach.

The survey was available to the public between the dates of October 21st and October 28th, it took around 10 minutes (at most) to complete. The characteristics of the participants ranged:

- the majority of the participants were between the ages of 18-25, as well as some in their 30s, 50s, 40s and 70s.
- There were 77 male and 222 male female participants, as well as 3 that identify as "other" and 3 that prefer not to share.
- A majority of respondents were university students, 244 to be exact (meaning 61 are not). Over 50% of participants work full time.
- A majority of people have lived in Norman for 1-5 years (192 people).
- Majority of participants identify as white (244 people), the next majority being Hispanic or Latino at 18 people (large gap).
- As far as political views 131 participants identify as Republican, taking the majority.
- Majority of people's highest level of education is some college with 175 people.
- The majority of participants preferred not to say their household income, however the most popular selected choice is an income of \$150,000 or more with 59 people. It is important to note that 58 people stated they have an income of less than \$15,000.

SURVEY FINDINGS

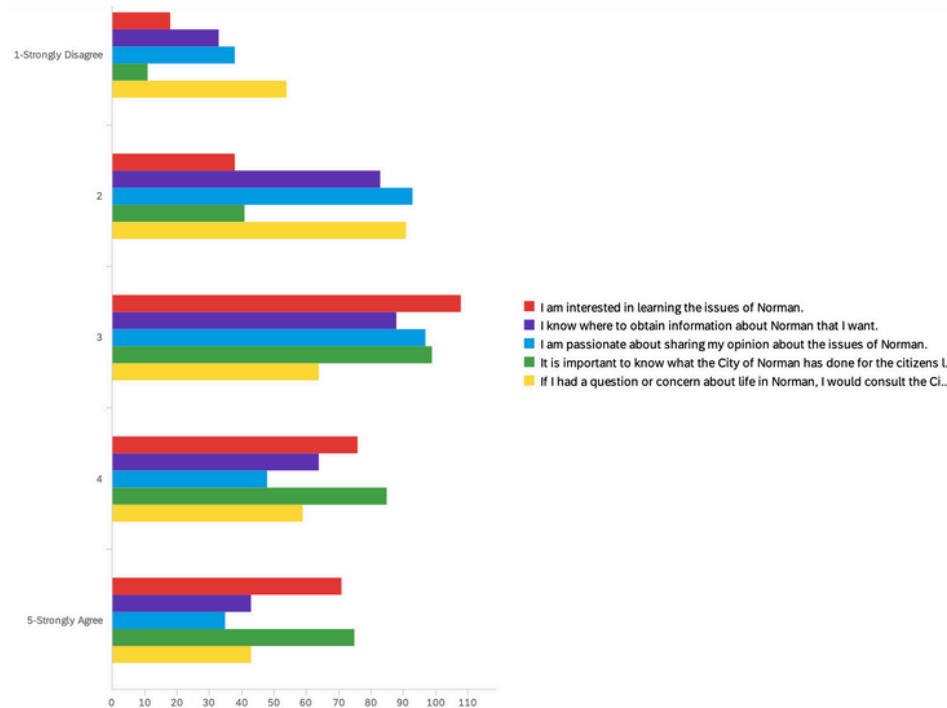
Q5: Please rate the degree to which you agree or disagree with the following

A majority of the participants...

-were neutral when asked if they were interested in learning about the issues of Norman.

-selected that they were neutral or disagreed when asked if they knew where to obtain information about Norman that they wanted.

-disagreed with the statement, "If I had a question or concern about life in Norman, I would consult the City of Norman."



| # | Field | Minimum | Maximum | Mean | Std Deviation | Variance | Count |
|---|--|---------|---------|------|---------------|----------|-------|
| 1 | I am interested in learning the issues of Norman. | 1.00 | 5.00 | 3.46 | 1.14 | 1.30 | 311 |
| 2 | I know where to obtain information about Norman that I want. | 1.00 | 5.00 | 3.00 | 1.20 | 1.45 | 311 |
| 3 | I am passionate about sharing my opinion about the issues of Norman. | 1.00 | 5.00 | 2.84 | 1.17 | 1.37 | 311 |
| 4 | It is important to know what the City of Norman has done for the citizens like me. | 1.00 | 5.00 | 3.55 | 1.10 | 1.21 | 311 |

Q6- How often, in the last month, have you attended city events?

-the majority of participants have never attended a city event in the last month, with 207 people selected "never".

Q7 - How many organizations have you been involved with in Norman in the last six months?

-155 people selected none.

Q8 - What is the name of organizations? If you don't want to answer, please skip this question.

-Almost every response was an organization that is related to or affiliated with The University of Oklahoma, plus a few religious based organizations.

Q9 - Do you know who your Norman City Council members are?

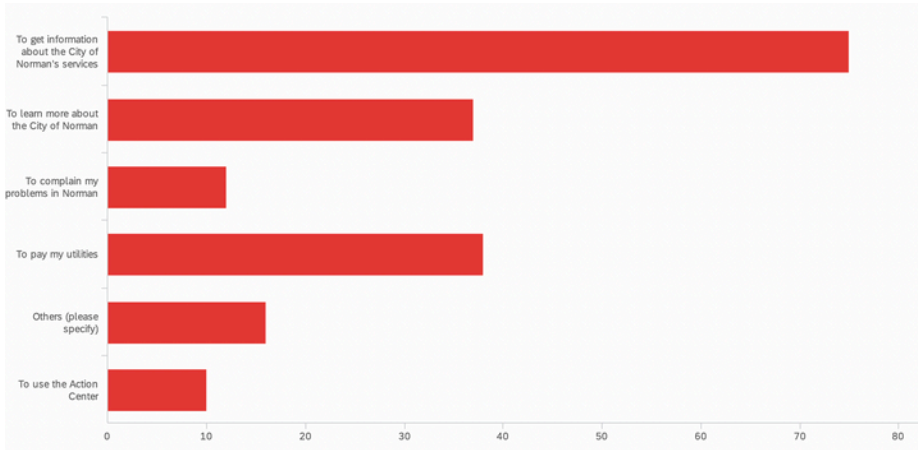
-only 38 people responded “yes” while 273 responded “no”.

Q11 - Have you visited the City of Norman's website?

-selections for “no” came in at 191 and selections for “yes” came in at 120.

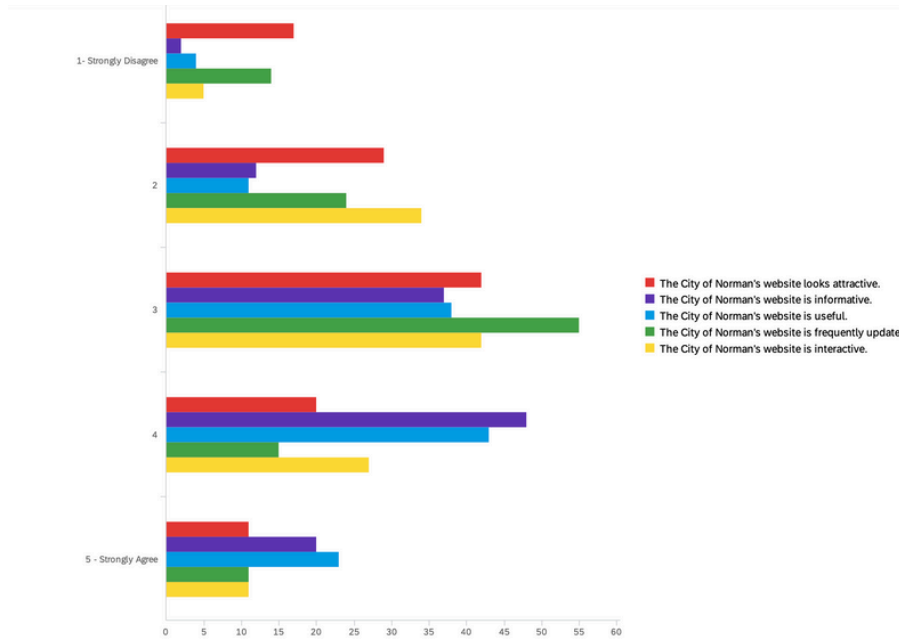
Q12 - What is your main purpose for visiting the website? (Click all that apply)

-results show that if someone is visiting the website it is most likely because they are looking for information about the services the City of Norman provides.



Q13 - Please rate the degree to which you agree or disagree with the following statements.

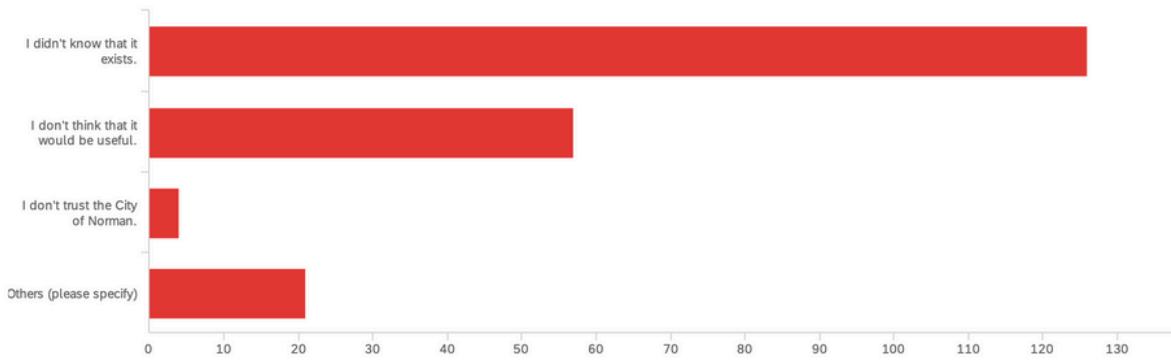
-when asked about their perception of the City of Norman’s website, the majority of responses for each question were positive.



| # | Field | Minimum | Maximum | Mean | Std Deviation | Variance | Count |
|---|---|---------|---------|------|---------------|----------|-------|
| 1 | The City of Norman's website looks attractive. | 1.00 | 5.00 | 2.82 | 1.15 | 1.32 | 119 |
| 2 | The City of Norman's website is informative. | 1.00 | 5.00 | 3.61 | 0.94 | 0.88 | 119 |
| 3 | The City of Norman's website is useful. | 1.00 | 5.00 | 3.59 | 1.01 | 1.02 | 119 |
| 4 | The City of Norman's website is frequently updated. | 1.00 | 5.00 | 2.87 | 1.07 | 1.15 | 119 |
| 5 | The City of Norman's website is interactive. | 1.00 | 5.00 | 3.04 | 1.02 | 1.05 | 119 |

Q14 - Why have you not visited the City of Norman's website? (Click all that apply)

-most participants (126) didn't know the website even existed.



Conclusion: Majority of participants in this survey do not have enough information about the City of Norman. They do not know any of the city council members, where to obtain information or that the website for the city even existed. However when asked about the appearance and impression of the website the majority of participants gave positive responses, they said it was attractive, informative and useful. Therefore if the awareness of the website and what the city offers is increased, engagement will (hopefully) increase as well. The city needs to focus on informing the citizens of Norman to increase the relationship.

Facebook:

Q15 - Have you visited the City of Norman's Facebook?/Q16 - Do you follow the City of Norman's Facebook?

-most responses were “no” (269) and only 40 were “yes”. Out of those 40, 18 follow the Facebook account.

Q17 - What is your main purpose of visiting the City of Norman's Facebook? (Click all that apply)

-the majority of people’s reason for visiting the account was to get information about the City of Norman's services (25) or to learn more about the City of Norman (21).

Q18 - Please rate the degree to which you agree or disagree with the following statements.

-majority of responses for each statement were neutral, however when you look at the second highest responses they are positive (minus the attractiveness).

| # | Field | 1- Strongly Disagree | 2 | 3 | 4 | 5 - Strongly Agree | Total |
|---|---|----------------------|----------|-----------|-----------|--------------------|-------|
| 1 | The City of Norman's Facebook looks attractive. | 5.13% 2 | 23.08% 9 | 33.33% 13 | 23.08% 9 | 15.38% 6 | 39 |
| 2 | The City of Norman's Facebook is informative. | 5.13% 2 | 10.26% 4 | 38.46% 15 | 33.33% 13 | 12.82% 5 | 39 |
| 3 | The City of Norman's Facebook is useful. | 5.13% 2 | 10.26% 4 | 30.77% 12 | 38.46% 15 | 15.38% 6 | 39 |
| 4 | The City of Norman's Facebook is frequently updated. | 2.56% 1 | 12.82% 5 | 43.59% 17 | 15.38% 6 | 25.64% 10 | 39 |
| 5 | The City of Norman's Facebook is interactive with the citizens. | 2.56% 1 | 17.95% 7 | 38.46% 15 | 23.08% 9 | 17.95% 7 | 39 |

Twitter:

Q20 - Have you visited the City of Norman's Twitter?/Q21 - Do you follow the City of Norman's Twitter?

-majority of people selected “no” for a total of 286 (“yes” was selected 22 times). Of those 22 yeses 8 actually follow the account.

Q22 - What is your main purpose of visiting the City of Norman's Twitter? (Click all that apply)

-the majority of people’s reason for visiting the account was to get information about the City of Norman's services (11) or to learn more about the City of Norman (9).

Q23 - Please rate the degree to which you agree or disagree with the following statements.

-majority of responses for each statement were neutral, however when you look at the second highest responses they are positive.

| # | Field | 1- Strongly Disagree | 2 | 3 | 4 | 5 - Strongly Agree | Total |
|---|--|----------------------|----------|-----------|----------|--------------------|-------|
| 1 | The City of Norman's Twitter looks attractive. | 0.00% 0 | 22.73% 5 | 36.36% 8 | 27.27% 6 | 13.64% 3 | 22 |
| 2 | The City of Norman's Twitter is informative. | 4.55% 1 | 18.18% 4 | 22.73% 5 | 40.91% 9 | 13.64% 3 | 22 |
| 3 | The City of Norman's Twitter is useful. | 4.55% 1 | 9.09% 2 | 54.55% 12 | 18.18% 4 | 13.64% 3 | 22 |
| 4 | The City of Norman's Twitter is frequently updated. | 9.09% 2 | 13.64% 3 | 36.36% 8 | 18.18% 4 | 22.73% 5 | 22 |
| 5 | The City of Norman's Twitter is interactive with the citizens. | 9.09% 2 | 18.18% 4 | 36.36% 8 | 18.18% 4 | 18.18% 4 | 22 |

Q24 - Why have you not followed the City of Norman's Twitter? (Click all that apply)

-the responses show that the majority of people do not know the account exists (196) or they do not see it being useful (60), another reason that most respondents gave is that they do not use Twitter at all.

Instagram:

Q25 - Have you visited the City of Norman's Instagram?/Q26 - Do you follow the City of Norman's Instagram?

-majority of people selected “no” for a total of 278 (“yes” was selected 30 times). Of those 30 yeses 9 actually follow the account.

Q27 - What is your main purpose of following the City of Norman's Instagram? (Click all that apply)

-there was a tie, people’s reason for visiting the account was either to get information about the City of Norman's services (14) or to learn more about the City of Norman (14).

Q28- Please rate the degree to which you agree or disagree with the following statements.

-the majority of responses for each statement were neutral/agree.

| # | Field | 1- Strongly Disagree | 2 | 3 | 4 | 5 - Strongly Agree | Total |
|---|--|----------------------|----------|-----------|-----------|--------------------|-------|
| 1 | The City of Norman's Instagram looks attractive. | 6.67% 2 | 20.00% 6 | 43.33% 13 | 20.00% 6 | 10.00% 3 | 30 |
| 2 | The City of Norman's Instagram is informative. | 6.67% 2 | 10.00% 3 | 26.67% 8 | 40.00% 12 | 16.67% 5 | 30 |
| 3 | The City of Norman's Instagram is useful. | 6.67% 2 | 16.67% 5 | 36.67% 11 | 23.33% 7 | 16.67% 5 | 30 |
| 4 | The City of Norman's Instagram is frequently updated. | 6.67% 2 | 13.33% 4 | 33.33% 10 | 30.00% 9 | 16.67% 5 | 30 |
| 5 | The City of Norman's Instagram is interactive with the citizens. | 6.67% 2 | 23.33% 7 | 30.00% 9 | 20.00% 6 | 20.00% 6 | 30 |

Twitter:

Q20 - Have you visited the City of Norman's Twitter?/Q21 - Do you follow the City of Norman's Twitter?

-majority of people selected “no” for a total of 286 (“yes” was selected 22 times). Of those 22 yeses 8 actually follow the account.

Q22 - What is your main purpose of visiting the City of Norman's Twitter? (Click all that apply)

-the majority of people’s reason for visiting the account was to get information about the City of Norman's services (11) or to learn more about the City of Norman (9).

Q23 - Please rate the degree to which you agree or disagree with the following statements.

-majority of responses for each statement were neutral, however when you look at the second highest responses they are positive.

Conclusion: These survey results related to social media show that the majority of participants would follow or visit the City of Norman’s social media accounts to get information about the city’s services or to learn more about the city. However the majority of participants did not even know these social media accounts existed, the City needs to inform the citizens that these social media accounts exist and get people to not only follow the accounts but become active followers.

Q30 - Please rate your opinions toward the City of Norman's communication quality with the citizens.

-for each statement the majority of respondents chose the “neutral” option, when looking at the next largest selection for each statement it is found that the respondents find the communication...

-efficient (72) versus inefficient

-passive (73) versus active

-ineffective (69) versus effective

-good (74) versus bad

-citizen-oriented (56) versus the City of Norman-oriented

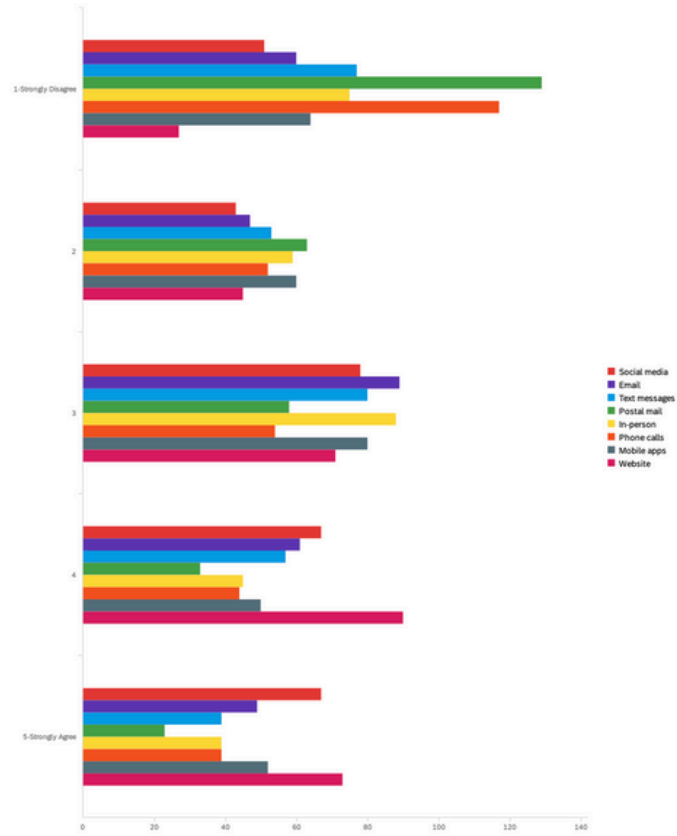
-competent (78) versus incompetent

-dependable (66) versus undependable

Conclusion: Although the majority of respondents feel neutral about the communication quality of the city, the second most popular responses support previous findings in the survey. The city is inefficient, passive and ineffective when it comes to its communication. Although the city may be sharing and providing important information, they are not informing the citizens that the information is out there/exists.

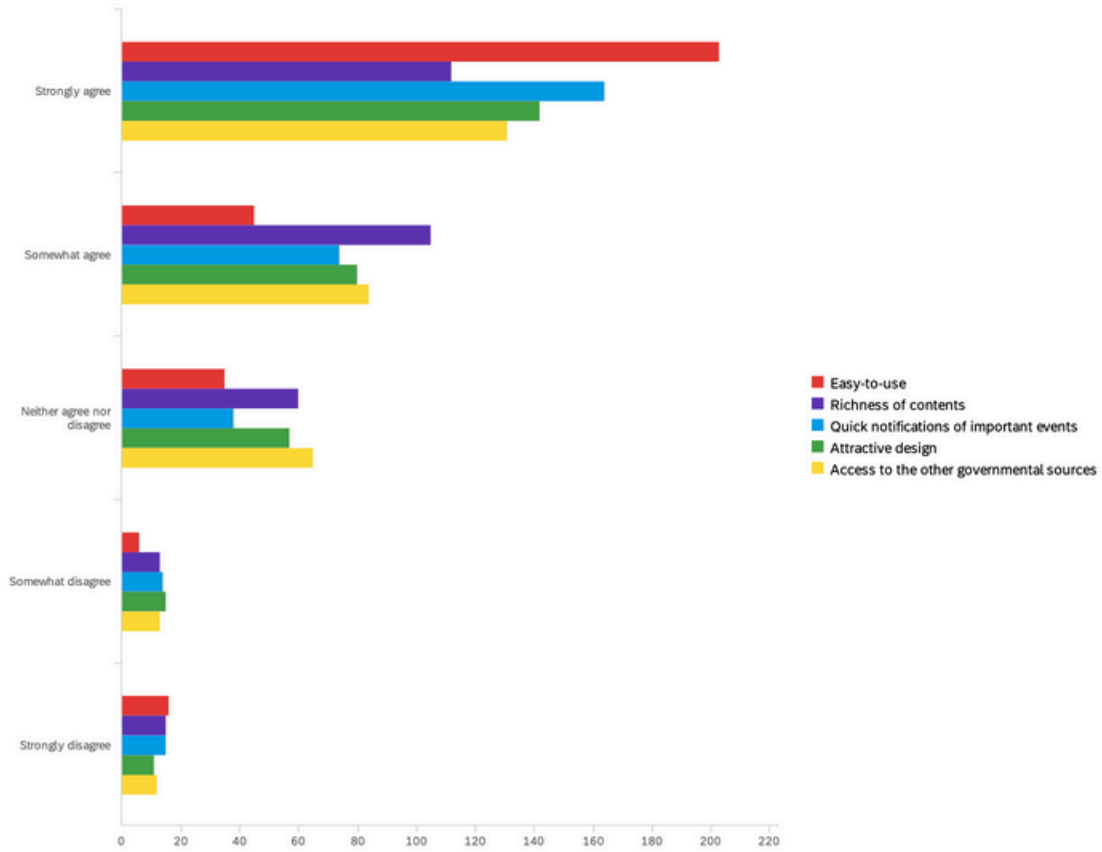
Q32 - Please rate the degree to which you agree or disagree with the following statement. "I prefer to communicate with the City of Norman through..."

-website (73), mobile app (52) and social media (67) are the three most selected forms of communication in the strong agree selection.



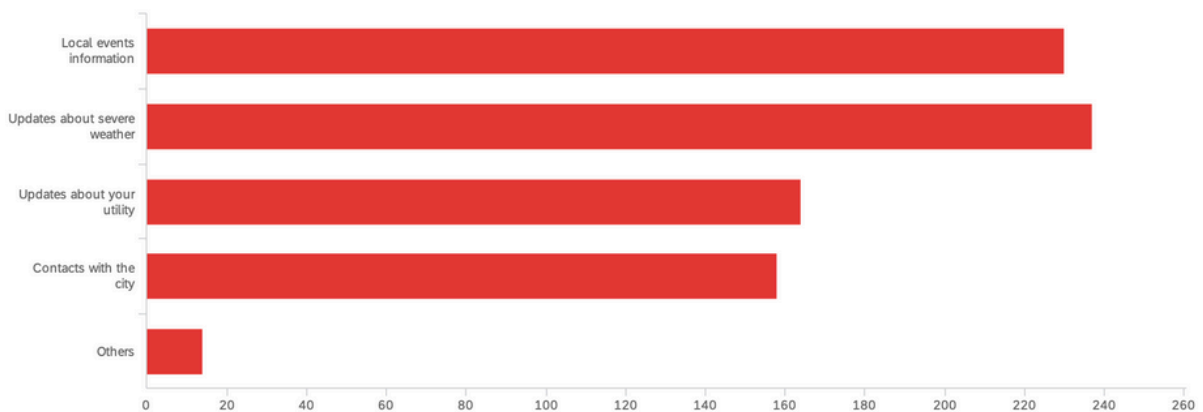
| # | Field | 1-Strongly Disagree | 2 | 3 | 4 | 5-Strongly Agree | Total |
|---|---------------|---------------------|-----------|-----------|-----------|------------------|-------|
| 1 | Social media | 16.67% 51 | 14.05% 43 | 25.49% 78 | 21.90% 67 | 21.90% 67 | 306 |
| 2 | Email | 19.61% 60 | 15.36% 47 | 29.08% 89 | 19.93% 61 | 16.01% 49 | 306 |
| 3 | Text messages | 25.16% 77 | 17.32% 53 | 26.14% 80 | 18.63% 57 | 12.75% 39 | 306 |
| 4 | Postal mail | 42.16% 129 | 20.59% 63 | 18.95% 58 | 10.78% 33 | 7.52% 23 | 306 |
| 5 | In-person | 24.51% 75 | 19.28% 59 | 28.76% 88 | 14.71% 45 | 12.75% 39 | 306 |
| 6 | Phone calls | 38.24% 117 | 16.99% 52 | 17.65% 54 | 14.38% 44 | 12.75% 39 | 306 |
| 7 | Mobile apps | 20.92% 64 | 19.61% 60 | 26.14% 80 | 16.34% 50 | 16.99% 52 | 306 |
| 8 | Website | 8.82% 27 | 14.71% 45 | 23.20% 71 | 29.41% 90 | 23.86% 73 | 306 |

Q35 - If there were a City of Norman mobile application, how important would these factors be?
 -for each statement for participants to select from, “strongly agree” was selected the most.



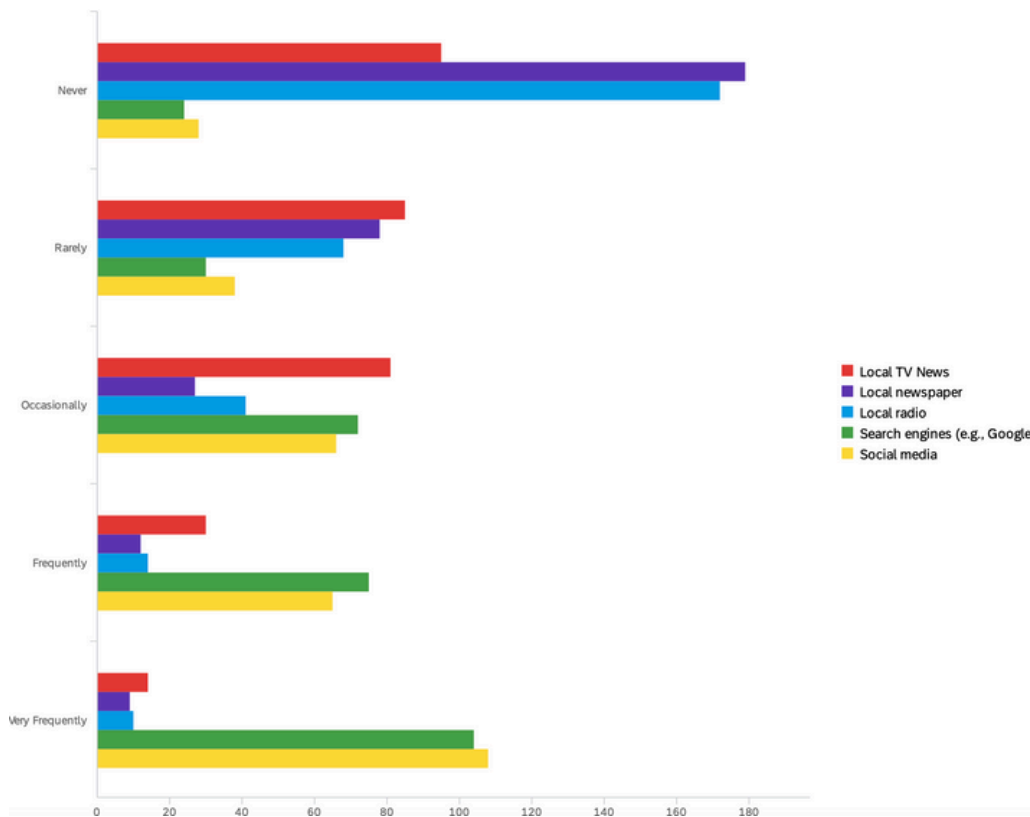
| # | Field | Strongly agree | Somewhat agree | Neither agree nor disagree | Somewhat disagree | Strongly disagree | Total |
|---|--|----------------|----------------|----------------------------|-------------------|-------------------|-------|
| 1 | Easy-to-use | 66.56% 203 | 14.75% 45 | 11.48% 35 | 1.97% 6 | 5.25% 16 | 305 |
| 2 | Richness of contents | 36.72% 112 | 34.43% 105 | 19.67% 60 | 4.26% 13 | 4.92% 15 | 305 |
| 3 | Quick notifications of important events | 53.77% 164 | 24.26% 74 | 12.46% 38 | 4.59% 14 | 4.92% 15 | 305 |
| 4 | Attractive design | 46.56% 142 | 26.23% 80 | 18.69% 57 | 4.92% 15 | 3.61% 11 | 305 |
| 5 | Access to the other governmental sources | 42.95% 131 | 27.54% 84 | 21.31% 65 | 4.26% 13 | 3.93% 12 | 305 |

Q37 - Which functions do you want to use in the City of Norman's mobile application? (Click all that apply)



Q41 - Please rate how frequently you use the following media to get information about Norman:

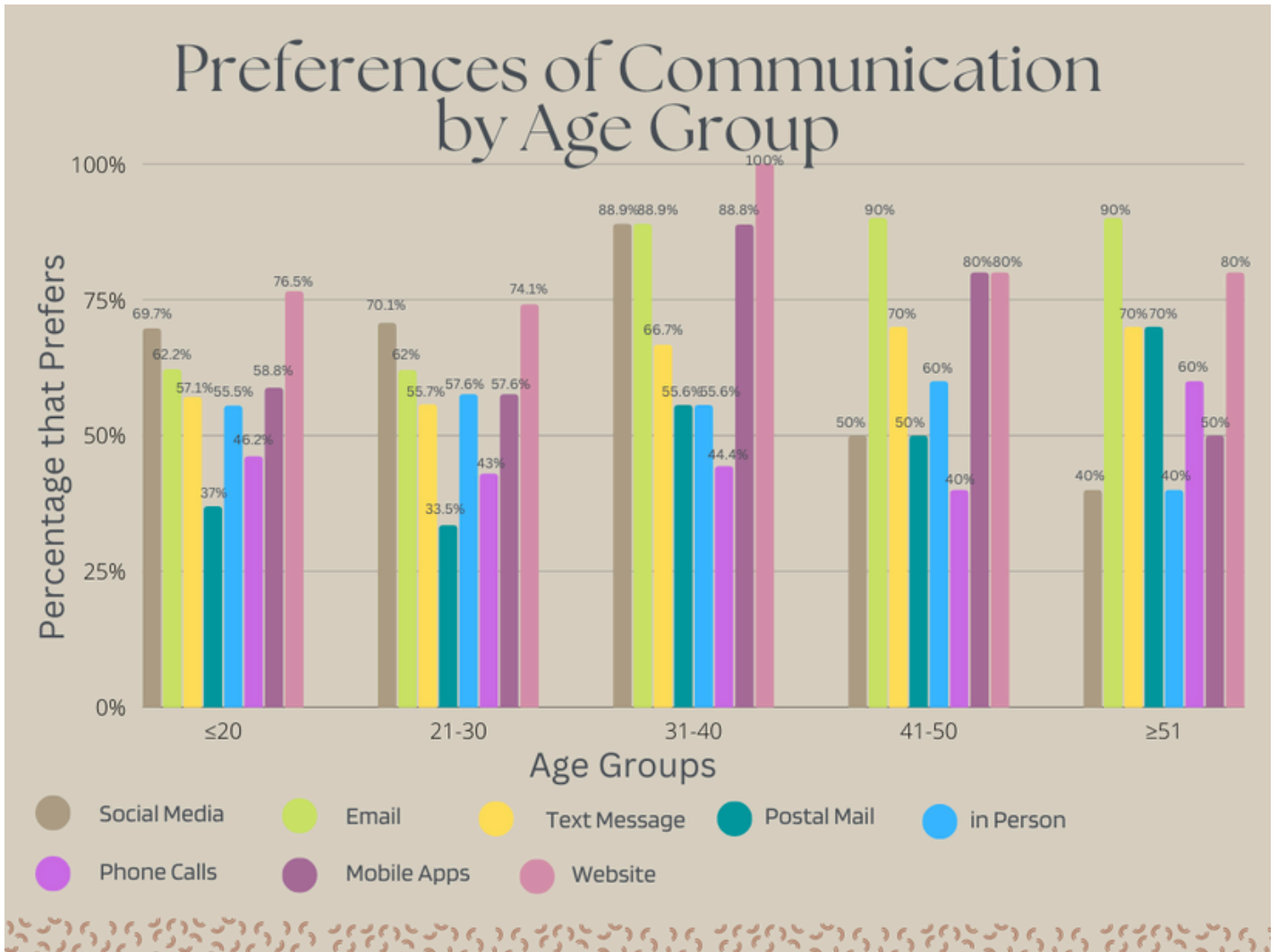
-People use search engines and social media to search for information about the city whenever they need it.



Conclusion: Participants prefer to receive information/communicate with the City of Norman through the website, social media or a mobile app, however regarding the mobile app, minus the neutral response majority of people said they would disagree with preferring to receive information through an app. Although an app would be a nice feature respondents weren't ecstatic about this possibility, for how much an app would cost and the budget of the city continuing and improving communication through social media and the website may be the best option for the city. However, if there were an app users want it to be easy to use, quick, attractive and have rich content, they also want it to mostly inform them of severe weather and local events that are happening.

MAJOR RESEARCH FINDINGS

After conducting the survey and analyzing the research, one of our major findings was the preferences of communication by age group. This information can help the City of Norman identify better communicate with its target audience in effective and efficient ways. The following chart contains the preference of different communication by age group.



DISCUSSION AND SUGGESTIONS

DISCUSSION

1. There is a relationship between age and brand awareness

The survey findings showed that the younger the interviewee, the more aware they were with the social media posts The City of Norman puts out. This can be attributed to Gen Z and Millennials' general increased awareness with social media, like Twitter and Instagram. It can also be attributed to their want to find events going on in the Norman area, and may not know where to look so they start with The City of Norman. When we analyze the older interviewees, we find out that they may not even know The City of Norman has an Instagram. However, there was a statistically significant positive relationship between visiting the website, and older age. This could be because older people are more likely to be invested in city matters, like filing complaints and paying bills. Lastly, the younger the survey participants were, the more thought they put into analyzing the attractiveness of the website and social media.

2. There is a relationship between interest in what is going on around Norman and visiting the social media platforms

We found a correlation between interest in what is going on around Norman and people visiting the social media platforms. Like any event attendee, people want to know what to expect, date, times, venues, etc. therefore, people are going to look on social media for events. Question #22 on the survey asked, "What is your main purpose of visiting the City of Norman's Twitter?" and the majority of responses said to find more out about Norman and to learn about its services. This leads to the conclusion that people are always looking for more information, things to do, and educating themselves.

3. There is a relationship between college students and not knowing Norman's city council members

As we have previously discussed, college students are temporary residents in Norman. They are not the target market that The City of Norman should be solely focused on. However, the more educated they are with the city leads them to being more engaged with the website and social media, which is what the goal is. City Council members are the ones who vote and discuss major issues going on in Norman so it should be a point to at least try and educate younger markets in order to have them be more involved.

4. Low-income people aren't always able to access The City of Norman's website or social media

According to the survey, people who are not as financially stable/independent do not have easy access to websites or social media accounts. This is partially due to technology accessibility because cell phones and computers are expensive and hard to get a hold of if you do not already own one. The homeless population is quite prevalent in Norman so we know there are many people not in-touch with the city government. This is many people's main problem with the City of Norman so it is definitely a problem that needs to be re-evaluated.

SUGGESTIONS

Based on findings from interview, social media audit, and survey results we found that the key publics vary in different aspects, the City of Norman needs to be able to reach all demographics in an effective way for both ends. In terms of these key publics, The City of Norman needs to create a message that will best target these people.

After looking at our results, the majority of these key publics did not even know that the website existed or did not find it helpful. The channels that are most effective for The City of Norman currently are its website and Facebook. We also found that the respondents rarely uses the website as a resource to find information about what is going on around Norman.

From our survey findings people ranging from the ages of 31-74 said that their preferred communication method would be website and email (see graph on page 32). Social media and website was the preferred communication method for people for ages of 18-30 (see graph on page 32).

The biggest channels that The City of Norman needs to work on is its social media. All social media had a result of very few respondents actually following these accounts, or even knowing about them. A suggestion for The City of Normans social media platforms would be to cater to a younger crowd, and allow the website to be linked on there for easy accessibility to the younger demographic.

Social media can be outlet for the city to connect personally with the people of Norman. Creating a pattern on a social media profile is key, followers want consistency. We suggest The City of Norman should start sharing pictures of city employees and a small biography every week, this makes followers and residents feel connected and more comfortable because they know who is running their city. The city should also share short video tutorials covering tips and tricks on how to navigate the website etc. Another interactive way to engage with social media users is for the city employees to show videos posting about their day to day. Because the City of Norman has limited human resources and budget these improvements are not only beneficial, but attainable.

Along with promoting its social media content towards younger generations, the city should also consider getting young people involved. Possibly hosting events or doing a giveaway on social media. These events or giveaways could bring awareness towards The City of Norman itself and also allow for citizens to get involved with what is going on. The Students at The University of Oklahoma could be a resource that the city should utilize. They could find qualified students to run social media, write articles, and even be an insight to what the younger demographics are wanting to see.

For internal publics this comes from the few employees and workers of The City of Norman. This is probably more through word of mouth since most people do not know the website and social media accounts exist. Getting more employees talking about The City of Norman and all the changes it is planning to make with its social media and website, should allow people to become aware and engage.

Although the majority of survey responses are neutral when it comes to questions regarding the website, the next highest result said that they do not find it attractive. The survey findings have shown us that respondents think the website is informative and useful; however, they do not think it is updated frequently. To solve these issues we suggest The City of Norman makes reasonable and consistent changes to the website. This includes updating the format and changing the colors to be engaging.

APPENDIX

APPENDIX

Amber Integrated's Norman Post-Election Public Opinion Survey

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IN-DEPTH INTERVIEW GUIDE

a. Opening questions

- Where did you attend college (if you did)?
- What brought you to Norman?

b. Introduction questions

- How long have you lived in Norman?
- Where in Norman do you live?
- What kind of home are you living in (house, apartment, duplex, etc.)?
- Do you own or rent the place you live in?
- Are you on social media?
- How active on social media are you?
- What comes to mind when you think of the City of Norman?

c. Transition questions

- What do you think about the city of Norman overall?
- Have you ever voted in the City of Norman?
- How often do you interact with city employees/the City of Norman/City of Norman social media?

d. Key questions

- How comfortable are you with communicating with the City of Norman?
- Have you ever heard of or used the City of Norman hotline?
- Have you had a positive experience using the City of Norman hotline?
- Where do you find the best information about the City of Norman?
- Have you ever found yourself needing to find information from the City of Norman?-What was that like?

e. Ending questions

- If there was something specific you would change about the city of Norman, what would it be? Why?
- Please share any experiences you have with the city related to this discussion?
- Is there anything else you want to add?