

## Advancing Sustainability by Fostering Civic Engagement

Fall 2010 • Journalism and Communication

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## About SCI

The Sustainable Cities Initiative (SCI) is a cross-disciplinary organization at the University of Oregon that seeks to promote education, service, public outreach, and research on the design and development of sustainable cities. We are redefining higher education for the public good and catalyzing community change toward sustainability. Our work addresses sustainability at multiple scales and emerges from the conviction that creating the sustainable city cannot happen within any single discipline. SCI is grounded in cross-disciplinary engagement as the key strategy for solving community sustainability issues. We serve as a catalyst for expanded research and teaching, and market this expertise to scholars, policymakers, community leaders, and project partners. Our work connects student energy, faculty experience, and community needs to produce innovative, tangible solutions for the creation of a sustainable society.

## About SCY

The Sustainable City Year (SCY) program is a year-long partnership between SCI and one city in Oregon, in which students and faculty in courses from across the university collaborate with the partner city on sustainability and livability projects. SCY faculty and students work in collaboration with staff from the partner city through a variety of studio projects and service-learning courses to provide students with real-world projects to investigate. Students bring energy, enthusiasm, and innovative approaches to difficult, persistent problems. SCY's primary value derives from collaborations resulting in on-the-ground impact and forward movement for a community ready to transition to a more sustainable and livable future. SCY 2010-11 includes courses in Architecture; Arts and Administration; Business Management; Interior Architecture; Journalism; Landscape Architecture; Law; Planning, Public Policy, and Management; Product Design; and Civil Engineering (at Portland State University).

## About Salem, Oregon

Salem, the capital city of Oregon and its third largest city (population 157,000, with 383,000 residents in the metropolitan area), lies in the center of the lush Willamette River valley, 47 miles from Portland. Salem is located an hour from the Cascade mountains to the east and ocean beaches to the west. Thriving businesses abound in Salem and benefit from economic diversity. The downtown has been recognized as one of the region's most vital retail centers for a community of its size. Salem has retained its vital core and continues to be supported by strong and vibrant historic neighborhoods, the campus-like Capitol Mall, Salem Regional Hospital, and Willamette University. Salem offers a wide array of restaurants, hotels, and tourist attractions, ranging from historic sites and museums to events that appeal to a wide variety of interests. 1,869 acres of park land invite residents and visitors alike to enjoy the outdoors.



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## Executive Summary

Salem's involvement in the University of Oregon's Sustainable Cities Initiative is resulting in plans for a number of projects, including development of the city's downtown waterfront, designing a new Civic Center, and restoring the Minto-Brown Island Park area.

But how many people know about those projects or any number of other citywide initiatives? Salem city leaders and staff struggle like so many other organizations to engage with residents. Students in the university's graduate-level Strategic Communication program developed several communication plans designed to encourage two-way communication between the city and its residents. Students focused on three groups: Neighborhood Associations, project managers on the City of Salem staff, and the Latino community.

The following recommendations were designed to be low- to nominal-cost solutions that can be tailored to fit a variety of situations. Many of the recommendations rely on social media tools because of the minimal costs associated with those tools.

### Neighborhood Associations

The first recommendation is to rebrand the associations. Much as a company might roll out a new initiative to refresh a product or service, the associations could benefit from a similar strategy. The goal is to shed the image of a boring and bureaucratic organization to one that is fun, promotes social activities, and increases connectivity between neighbors.

The second recommendation is to harness the power of social media. Within a 10-mile radius of Salem, Facebook has 79,880 registered users and Twitter has 34,490. By comparison, the Statesman Journal has 38,788 subscribers. Each association is encouraged to establish an Online Engagement Manager. This person or group of people would be responsible for overseeing the collection of content that would be posted across a variety of social media platforms, including Facebook, Twitter, YouTube, blogs, and e-newsletters. This could also be a great opportunity to engage younger residents who demonstrate an interest in using social media tools.

### Project Managers

Budgetary restrictions within city government means project managers often find themselves forced to handle public inquiries. Many of these project managers are ill-equipped to handle this task.

The first recommendation is to provide training for project managers that gives them the tools to handle calls from the public and media. Secondly, a communication toolkit could be assembled that helps walk project managers through the process of engaging the public. The toolkit would be a key supplement to training. The third recommendation is to explore the use of interactive media to disseminate information. The city already has a Nixle

account. The service could be leveraged to include a component that delivers information regarding public projects. Finally, the city's website could be updated to create interactive maps that deliver residents information regarding city-sponsored projects that may affect their neighborhoods.

### **Latino Community**

The first recommendation is to identify key leaders within the Latino community and develop relationships with those people to create two-way dialogue.

The second recommendation is to create awareness within the Latino community about city services. Finally, the city is encouraged to develop a civic engagement framework that can be used for future outreach needs.



## Introduction

Sustainability is a fairly understandable concept when dealing with concrete examples. Buildings and urban planning can reach sustainable standards by conserving energy, efficiently handling waste or encouraging residents to utilize smaller carbon footprints.

But how does sustainability pertain to communication? At the most basic level, if a community doesn't communicate, its sustainability is threatened. The City of Salem, like many governmental organizations, seeks better communication with its residents. City leaders met with a graduate-level Journalism class in the University of Oregon's Strategic Communication program to discuss how to foster more civic engagement between city staff and residents in order to foster a more sustainable community.

Specifically, city leaders want to ensure they engage in two-way communication with the broadest audience possible and directed the Strategic Communication class to help achieve that goal. The city also specifically requested that any plans include the use of technology, possibly including podcasts, webinars, and the city's website.

Students took comments from city staff and, after consultation, focused on three target audiences with which to help the city increase civic engagement:

- Neighborhood Associations have long been part of the city's structure and represent key constituencies for city leaders. However, as the Neighborhood Associations have matured, they have struggled to engage with residents. Students examined how the city can better engage with the associations and in turn how the associations can engage with their members.
- Capital projects attract a lot of attention from residents, and Salem is developing a variety of projects throughout the city. Budget constraints, however, have made managers of those projects de facto public information officers, a role many feel ill-equipped to handle. A second set of students set out to develop a "communication toolbox" to help project managers become more comfortable in the role of public information officers, and by extension help the city engage the public as it embarks on capital projects.
- Finally, a third set of students offered the city suggestions for engaging the Latino community, which represents a significant constituency in Salem.

One student leader in the class observed that in today's Internet-fueled culture, people are both more connected and less connected than ever, and despite the availability of more communication tools, solving the civic engagement quandary for a bureaucracy remains difficult. The following communication plans do not purport to be a magic elixir, but rather serve as a guide that city and community leaders can use to craft more detailed plans that hopefully will create more engagement and sustain Salem in the future.

# Target Audience #1: Neighborhood Associations

## Background

The City of Salem, like municipalities across the country, is struggling to provide services while resources are decreasing. The financial restrictions in Salem mean funding levels for the city's Neighborhood Associations will continue to be in jeopardy.

City leaders who oversee the Neighborhood Associations are responding to the monetary shortfall by encouraging the groups to reconsider how they operate. The City Council has already approved a change to its code that creates a mechanism for the associations to become more autonomous. The goal is for associations to be more creative in thinking about how to fund activities and take greater ownership in their success. Increased civic engagement will be a key area of focus in ensuring the continued viability of these neighborhood networks.

The Neighborhood Associations were originally formed to help the City Council get feedback from residents regarding land-use issues. The 19 Neighborhood Associations have matured and taken on a greater role in addressing livability issues in neighborhoods. The associations typically alert city leaders to zoning and code violations that occur in their neighborhoods and work with the city and landowners to resolve those issues. Some associations also work to involve residents in community events like spring cleaning, summer picnics, and other activities.

## Methodology

In forming a plan to increase civic engagement, students in the neighborhood group sought information from a variety of constituencies. We examined Neighborhood Association structures in Portland, Seattle, and a variety of other cities in an effort to determine best practices. We then interviewed city staff and Neighborhood Association chairs and board members. Once the interviews were completed, we created a short survey with six quantitative questions and three qualitative, open-ended questions directed to association board members. The questions focused on gathering their opinions regarding various channels of communication. We especially wanted to explore attitudes about the use of social media and other electronic media. Due to small sample sizes, the survey responses should not be considered statistically valid and should be used only for qualitative purposes.

The information gleaned from these resources resulted in the group examining three fundamental questions:

- How engaged are Neighborhood Associations with their constituents?
- How engaged are associations with the city?
- How can engagement on these two fronts be improved?

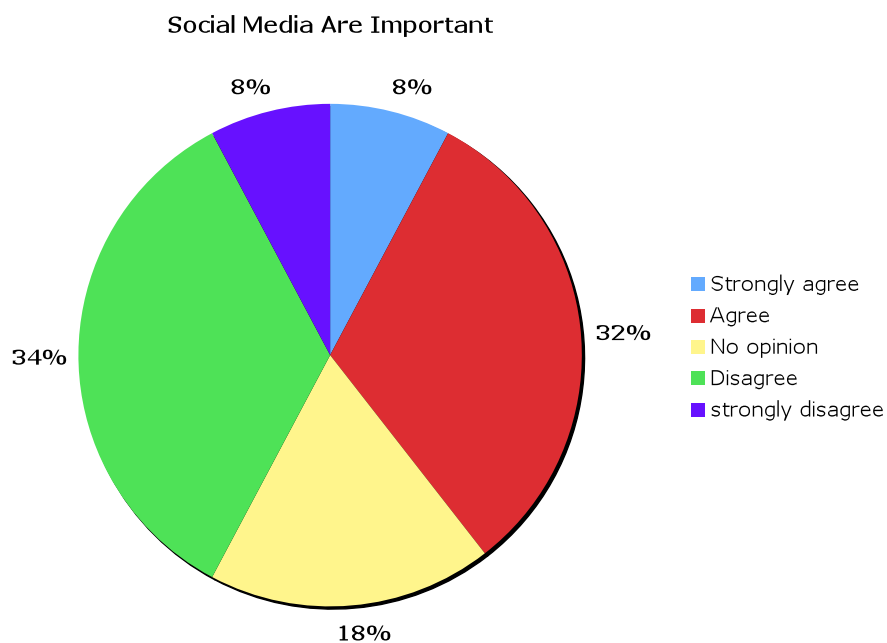
## Findings

Several themes emerged from the interviews. Neighborhood leaders generally characterized the engagement of residents as sporadic. A core number of residents, many of whom are also board members, constitute the regular attendees of association meetings. Land-use issues and other hot-button topics tend to generate great interest and cause a spike in meeting attendance. Board members, however, expressed frustration with their inability to sustain that level of interest once an issue has been resolved.

Board members view their relationships with the city as much better than the associations' relationships with residents. They consider city staffers assigned to the associations as partners, describing them as diligent and responsive. The city continually drew praise for its willingness to work with the neighborhoods to solve issues in a timely manner.

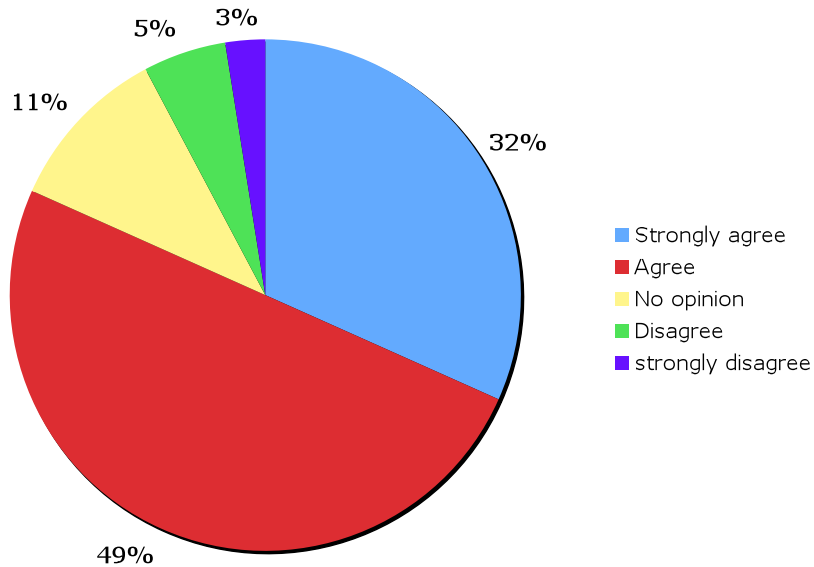
There is, however, an undercurrent of apprehension regarding the city's desire for the Neighborhood Associations to be more independent. Neighborhood leaders in one breath said they understood the budgetary constraints facing the city and moments later expressed hope that funding levels would be restored to previous periods.

The survey results illustrated the disparate attitudes among board members on a variety of topics. One survey question asked whether board members considered social media to be an important communication tool. The respondents were largely split, with 32 percent agreeing with that statement while 34 percent disagreed.



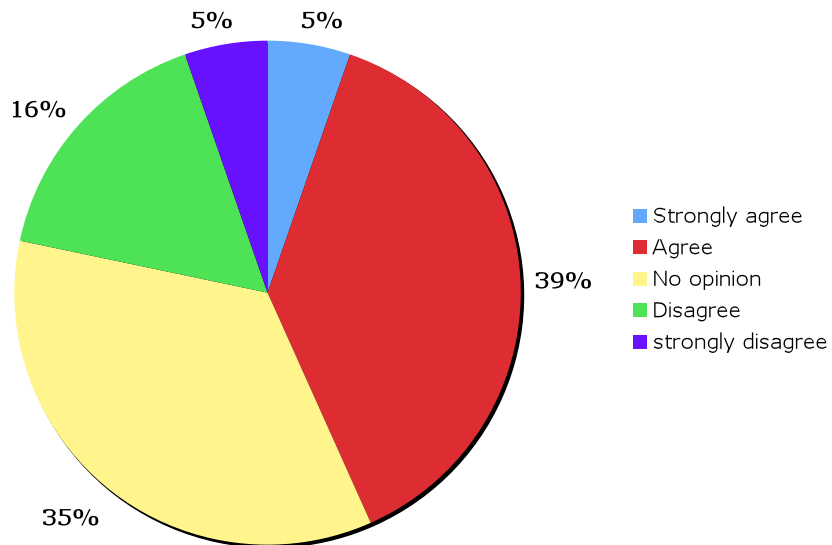
The use of electronic media didn't appear to be as controversial when respondents were asked if electronic media could be implemented more effectively. Eighty-one percent strongly agreed or agreed with that statement, somewhat of a contradiction from the previous statement.

Electronic Media Used More Effectively



We also wanted to know how board members felt about restructuring the associations. This question was posed after several interviews revealed that there was some support for the city's idea of changing how the associations operate. More than one interviewee said there was a need to change a general perception of the associations as negative, bureaucratic, and generally boring.

Association Format Needs to be Restructured



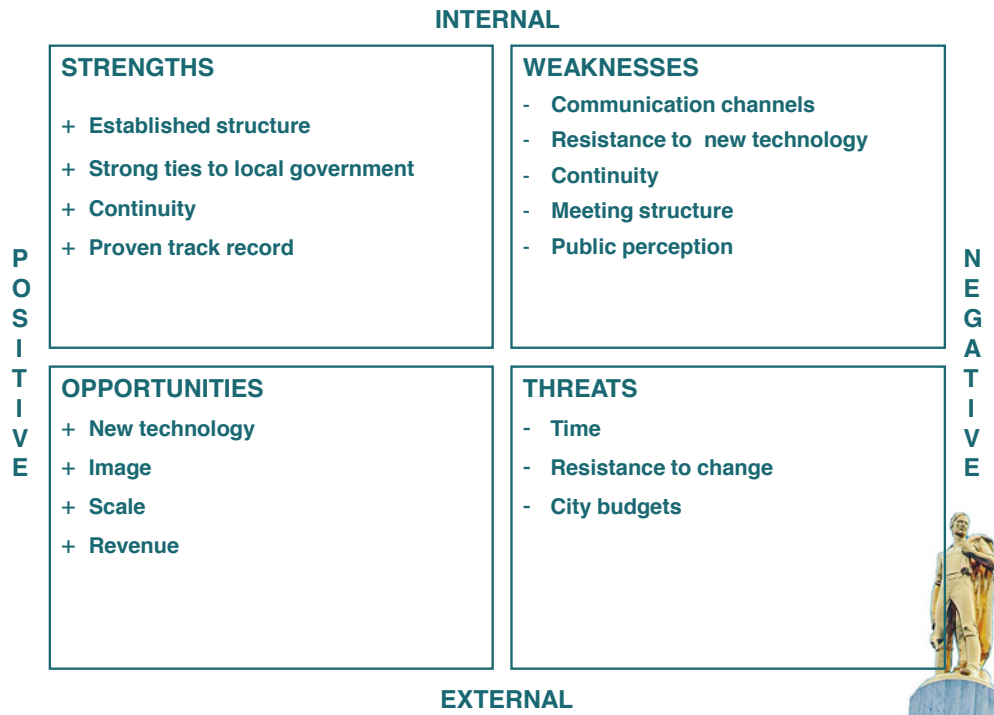
Forty-three percent of survey respondents agreed that the association format needs to be restructured, while 35 percent had no opinion and 21 percent disagreed or strongly disagreed.

The open-ended questions provided some ideas about how to better engage residents.

One respondent wrote, “It’s not the structure that’s wrong, it’s the people who are currently involved. Salem’s NAs [Neighborhood Associations] are making progress toward more dynamic, larger groups. They still suffer from the perception that NAs are land-use and crime focused and for older grumpy people who don’t want growth. As younger people are attracted, and more optimism is displayed by members, they are becoming engines of productivity and change.”

Another respondent wrote, “Meetings [should] include more social time to meet and communicate outside regular business meetings.”

One respondent, however, stated, “The city utilizes media that communicates well with the older population. They could do a better job communicating with the younger generation through using social media and getting rid of Yahoo Groups, which is awkward. Providing blogs to be used as content management systems like joomla® or even wordpress® may be a simple way to offer simple communication solutions that most members could utilize and manage themselves.”



## Situational Analysis

### Strengths

The most obvious benefit of the Neighborhood Association structure is the long-standing nature of the organizations. They are recognized by the city and provide a direct communication pipeline to city leaders. The leadership of many of the associations has been in place for a number of years, providing a deep level of institutional knowledge.

### Weaknesses

The overwhelming weakness of the current Neighborhood Association structure is the reliance on an old format of holding largely bureaucratic meetings. A review of meeting agendas and discussions with several board members and leaders show a heavy reliance on one-way communication, in which city representatives are invited to meetings to give presentations, with little thought given to which city staff are invited. The agendas seem designed more to fill time than to serve a strategic communication function.

The associations rely on annual newsletters as their primary communication tool with constituents. Again, this is one-way communication and doesn't reflect society's general adaptation and preference for two-way communication through the use of social media.

## Opportunities

Social media tools provide a relatively inexpensive way to increase two-way communication with residents.

## Threats

The two biggest threats to the future of Neighborhood Associations – time and resistance to change – come as no surprise.

People today are already challenged with busy schedules, and attending association meetings presents one more time commitment. The only way associations can overcome this obstacle is by offering residents an experience they perceive as valuable, engaging, and enjoyable. The current structure does not meet this criterion.

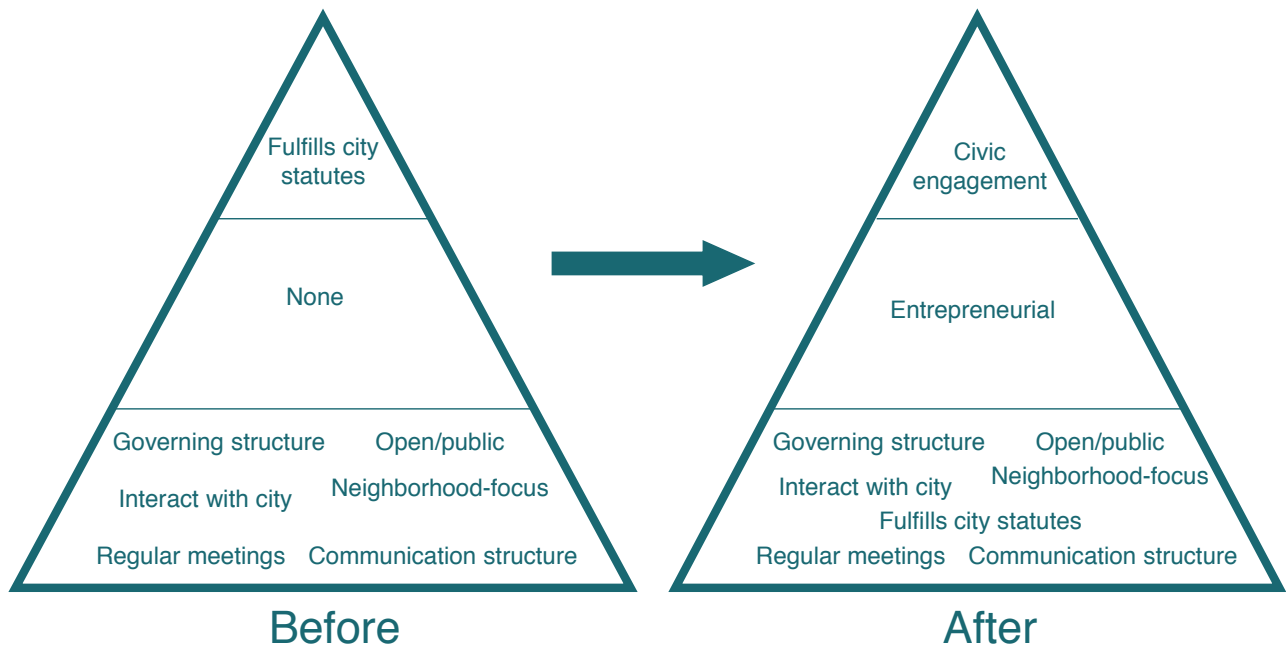
This brings us to the second threat – resistance to change. If boards continue to conduct business in the present format, they are unlikely to engage the younger residents they so desperately want to reach.

## Problem Statement

The people of Salem are not sufficiently engaged with the city. Salem is doing great things, but its citizens seem to be unaware of the city's efforts or fail to understand the benefits.

## Goal

Design a structure and protocol for increasing civic engagement in the City of Salem by reaching out to Neighborhood Associations.



## Strategies

### Strategy #1: Rebrand the Salem Neighborhood Associations

Redefine the image of the associations so they are viewed more as social organizations than as part of a bureaucracy.

Conversations with city leaders and those connected with the neighborhoods repeatedly included comments about how people view associations in a negative light. They hear how meetings are boring and bureaucratic. Almost 50 percent of board members who took the survey agreed that the groups need to be restructured.

The easiest and most cost-effective way to achieve that goal is to rebrand the associations, much as a commercial company would do to shift desired perceptions of a product. The process would give the City the opportunity to define the culture of engagement and develop a set of parameters to instill that culture in the new groups.

A rebranded association might then be viewed as an organization that is relevant, fun, and engaging. It could then be seen as connecting neighbors with each other. One key to achieving this redefined association would be to engage businesses, schools, religious organizations, recreational groups and other organizations within an association's boundaries to provide a broader, more inclusive community to residents.

| Tactic    | Description   | Cost   |
|-----------|---|--------|
| TACTIC #1 | Change the name of the neighborhood associations to emphasize community activism or engagement.   | \$0.00 |
| TACTIC #2 | Define roles and responsibilities of each NA member and create new roles or positions focused on specific activities or issues, such as guest-speaker coordinator, social media manager, etc. | \$0.00 |
| TACTIC #3 | Refer to communication toolbox to explore and expand new communication options.   | \$0.00 |
| TACTIC #4 | Launch an awareness and education campaign by enlisting the assistance of community/neighborhood leaders from school, faith-based, business and recreational organizations                    | TBD    |
| TACTIC #5 | Invite community/neighborhood leaders to speak at association meetings about their interests, initiatives, and/or business activities.  | \$0.00 |



## Strategy #2: Attract and Engage New Members through New Media

Use a “toolbox” of social media and digital communication tools as a cost-effective method of bolstering engagement with residents.

Facebook advertising data indicates that within a 10-mile radius of Salem, there are 79,880 registered users to the popular social networking site. Twitter’s data shows it has 34,490 users in Salem. By comparison, the Statesman Journal daily newspaper has 38,788 subscribers.

The Pew Research Center’s Internet & American Life Project reported in February 2010 that 72 percent of adults 18 to 29 years of age use social networking sites like Facebook and Twitter. Among adults 30 years old and older, 40 percent use similar communication channels.

Those statistics indicate that the associations can tap into these digital communication tools to reach a broader and potentially younger audience. The key elements for the “toolbox” for each association may include:

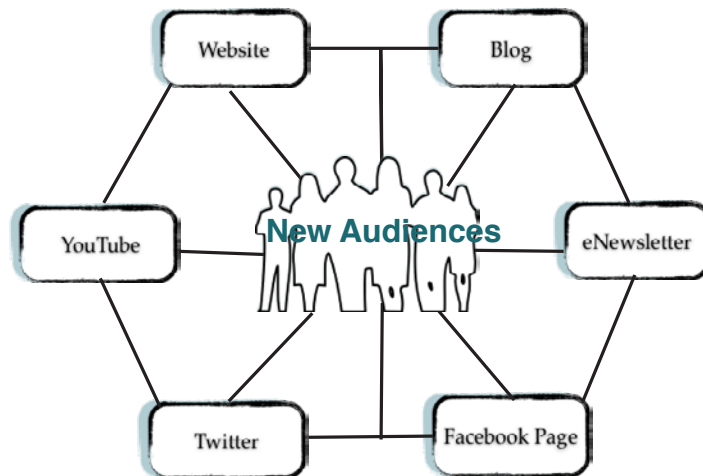
- Interactive blogs
- E-newsletter platforms
- Facebook pages
- Twitter profiles
- YouTube channels

It is recommended that Neighborhood Associations implement the above tactics and use online communication tools to assist in recruiting younger adults and



## The New Digital Toolbox

*Integrating the Forces of New Technology to Reach & Engage New Members*



**Integration + Interaction = Better Engagement**

engaging more citizens. Unlike traditional broadcast tools, these tactics include two-way interactive channels to enable associations to target members with their message and stimulate engagement by encouraging feedback. Moving towards an online model will also have secondary benefits that are cost-effective and more environmentally friendly.

In order to ensure that these tactics are implemented on a continual basis, it is recommended that each Neighborhood Association create a new board position titled “Online Engagement Manager” (OEM) and elect members to serve two-year terms in this role. The manager will be responsible for overseeing the execution of the tactics that the Neighborhood Association elects to employ.

| Tactic                           | Description   | Cost                |
|----------------------------------|---|---------------------|
| <b>TACTIC #1</b><br>Management   | Association boards create job description, accountability guidelines and evaluation metrics for Online Engagement Manager; Develop a process for each association to ID and train an OEM. Map out goals for OEM with associated timelines for the next 12 months.   | \$0.00              |
| <b>TACTIC #2</b><br>Blog         | Weekly blog posts encourage feedback and drive content for social media and e-newsletter; ID 3-4 authors to promote unique perspectives on association activities and neighborhood issues.  | \$0.00              |
| <b>TACTIC #3</b><br>E-newsletter | Choose low cost system; E-newsletter will include interactive content from paper version, integrated blog posts and YouTube videos; Create outreach campaign to collect member emails; Significant cost savings will be achieved with the reduction of paper newsletters.   | \$49.95-<br>\$99.95 |
| <b>TACTIC #4</b><br>Facebook     | Content to include announcements, e-newsletters, neighborhood news, blog posts and videos of meetings; Devise outreach campaign to maximize participation; Integrate page into other communication vehicles (website, e-newsletter and blog)  | TBD                 |
| <b>TACTIC #5</b><br>YouTube      | OEM will film and upload videos to channel of association meetings, events and interviews with city officials; Capture neighborhoods through film by highlighting parks, business and stories of neighborhood members; Cross-post videos to association social media sites, blogs, e-newsletters and websites.  | \$0.00              |
| <b>TACTIC #6</b><br>Twitter      | Link profile to Facebook account to create seamless messaging and management; Use Twitter for real-time emergency alerts, business specials or traffic updates; Create hash tags for each association to help aggregate association content.  | \$0.00              |
| <b>TACTIC #7</b><br>Evaluation   | Create reporting templates for OEM to measure metrics of toolbox components , improving efficiency and effectiveness; OEM presents findings to boards; After two-year term of OEM is completed, association boards will conduct thorough evaluation of OEM and toolbox performance; Based on findings, association will refine and adjust the OEM position roles and components of the toolbox. | \$0.00              |

# Target Audience #2: Project Managers

## Background

Capital projects, big or small, get the public’s attention. People want to know about these projects. How long will they take? How much are they going to cost? Will they inconvenience me? A governmental agency’s public information officer would often be the person to field these questions. In Salem, budget constraints mean the city’s project managers often find themselves handling such questions from the public and media. Some project managers excel at this part of their job, while others report feeling less comfortable with such interactions. As a result, the city’s messaging regarding public projects is often muddled, inconsistent, or nonexistent.

Students in the Strategic Communication program devised a communication plan intent on equipping project managers with the tools necessary to be successful public information officers for the projects they oversee.

## Methodology

The project managers team conducted an informal survey of the 157 employees the city classifies as project managers, meaning they could be called upon to speak at public venues, media inquiries, or council meetings. The response rate was only 18%, so results should be viewed as anecdotal rather than scientific. Interviews were also conducted with city staff and a number of project managers.

Research was also conducted regarding cities participating in the Open Government movement as well as communication training seminars available to the city.

## Findings

The results of the survey found that project managers, except for one respondent, don’t come from communication backgrounds, yet nearly 60 percent of them reported that they are responsible for developing messages related to their projects. Of the respondents citing “Other,” most reported that messages are developed in collaboration with their management, staff, or both.

| <b>Question 3</b>            | <b>Who develops the key messages about the projects you manage?</b> |     |
|------------------------------|---|-----|
| I develop the messages       |   | 59% |
| Public Affairs Department    |   | 0%  |
| My manager develops messages |   | 3%  |
| Other, please specify        |   | 38% |

Training to shore up communication deficiencies seems to be lacking. Forty-four percent of the respondents said they have received no training, with another 37 percent saying they receive training once a year. The overall impression from project managers is that they do not receive the training necessary to handle the communication aspects of their jobs.

| <b>Question 7</b>                       | <b>How often do you receive communications training?</b> |     |
|---|--|-----|
| Weekly                                  |  | 4%  |
| Monthly                                 |  | 0%  |
| Once every 3 months                     |  | 0%  |
| Once every 6 months                     |  | 15% |
| Once a year                             |  | 37% |
| I don't receive communications training |  | 44% |

| <b>Question 8</b> | <b>Do you think you receive enough communications training?</b> |     |
|-------------------|---|-----|
| Yes               |   | 29% |
| No                |   | 71% |

To fill the training void, project managers primarily turn to their supervisors for guidance. Only 10 percent of the project managers consulted with the city's public information staff.

| <b>Question 2</b>         | <b>Where do you currently get your communications guidance?</b> |     |
|---------------------------|---|-----|
| My manager                |   | 55% |
| Public Affairs Department |   | 10% |
| Other, please specify     |   | 34% |

The lack of training or help from communication professionals might contribute to a convoluted system of distributing messages. Seventy-six percent of respondents indicated they distribute information to the public using a myriad of communication channels, including posting to a website, letting a communication officer within the department handle that task, and sending direct mailings. There was no indication of a systematic approach for project managers to disseminate information. In fact, seven percent of the respondents indicated they did nothing to get their message to the public.

| <b>Question 4</b>  | <b>How do you get your messages out to the public?</b> |     |
|--|--|-----|
| I write and distribute press releases                                      |  | 7%  |
| I directly contact local media   |  | 0%  |
| I inform another department which is responsible for getting messages out  |  | 10% |
| I don't do anything to get my messages out                                 |  | 7%  |
| Other, please specify ( <i>Open-ended responses can be viewed online</i> ) |  | 76% |

The lack of training and reluctance of some project managers to act as communicators explains in part why project managers reported their dislike in dealing with the media. Most project managers said they are more comfortable dealing with inquiries from community members and internal constituents than from the media.

| <b>Question 9</b>  | <b>What types of inquiries are you currently most comfortable with?</b> |
|--|---|
| Media  | 3%  |
| Internal   | 38%   |
| Members of community   | 38%   |
| Other, please specify ( <i>Open-ended responses can be viewed online</i> ) | 21%   |

Project managers reported that the greatest anxiety they experienced came when taking questions from the media.

| <b>Question 10</b>   | <b>What types of inquiries are you currently least comfortable with?</b> |
|--|--|
| Media  | 79%  |
| Internal   | 0%   |
| Members of community   | 4%   |
| Other, please specify ( <i>Open-ended responses can be viewed online</i> ) | 18%  |

Open-ended responses can be found in Appendix G at the end of this report.

## Situational Analysis

| <b>Strengths</b>   | <b>Weaknesses</b>   |
|--|---|
| <ul style="list-style-type: none"> <li>• Project Managers are experts on their projects</li> <li>• Project Managers are committed to responding personally to all internal/external questions</li> <li>• Project Managers are able to make personal contact with external audiences</li> <li>• Project Managers are comfortable communicating with internal audiences</li> <li>• Project Managers have an education reimbursement program available to them</li> </ul> | <ul style="list-style-type: none"> <li>• Limited financial resources mean the city is unable to hire new staff</li> <li>• Limited strategic communications training</li> <li>• Limited time for strategic communications planning due to Project Managers' incredibly busy schedules</li> </ul> |
| <b>Opportunities</b>   | <b>Threats</b>  |
| <ul style="list-style-type: none"> <li>• There is community interest in projects when community members are aware of these projects</li> <li>• Reporters seem to be unaware the public is seeking this information</li> </ul>  | <ul style="list-style-type: none"> <li>• Misinformation regarding projects spreads quickly</li> <li>• Media requires quick information turnaround, which is difficult for Project Managers given their hectic schedules</li> <li>• Citizens are unsure where to go for information</li> </ul>   |

## **Problem statement**

A lack of training coupled with limited time leaves project managers stressed about responding to inquiries and creates an atmosphere in which key messages are prone to misinterpretation, ineffective, or not fully developed.

## **Goal**

Train City of Salem project managers to be effective public relations spokespeople.

## **Strategies**

### **Strategy #1: Communication Training**

Perhaps the best way to decrease the anxiety of project managers about communication functions is to increase training opportunities.

There are a multitude of training opportunities available to the city. For the purpose of this report we will focus on three relatively inexpensive areas.

#### ***Online Training***

Cypress Media offers multiple 40-minute online tutorials. The training exercises can be broken down into 10-minute increments for people with limited time. The tutorials are available in many disciplines, including communication and speaking skills, problem-solving skills, and advertising/marketing/sales. The service requires a minimum of at least a three-month subscription for each tutorial. Prices start at \$12 per tutorial subscribed. Online training can begin immediately.

#### ***Toolkit Training CDs***

Public relations training CDs will help project managers build or refresh their skills. The CD training can be completed in one training session or over a series of days, weeks, or even months if necessary. Each set is \$699 from the Media Relations Maven and can be shared between project managers as either part of the toolkit or on a library checkout basis.

#### ***Training Seminars or Classes***

Training that would require both the greatest budget and time commitment would also likely yield the greatest results. Working with communications professionals will increase the retention and incorporation of skills. Cypress Media and other outlets (see Appendix B) offer custom training seminars, where their professionals will come to Salem and conduct weekend or 2-day training sessions during the week. Cost varies, starting at \$600 per person on average.

Project managers could also attend weekend workshops on strategic communication topics at The University of Oregon in Portland. For example, the School of Journalism and Communication's George S. Turnbull Portland Center offers courses called Strategic Power Presentations, emphasizing how to create

“sticky” messages quickly and how to present with authority and interest. (For topics and costs see: <http://turnbullcenter.uoregon.edu>.)

### **Strategy #2: Create a Communication Toolkit**

As discussed earlier, almost 60 percent of Salem’s project managers are responsible for creating key messages relating to their projects, yet many feel ill-prepared for the task. The solution is a communication toolkit, a basic reference guide developed to specifically help project managers.

The toolkit will cover such topics as how to create effective messages and distill complex information into simple terms for the public and media. It will also include how to identify stakeholders, how to craft a message, tips on working with the media, and examples of public relations tools.

The toolkit is designed to supplement training that project managers should receive. Project managers will be able to use the toolkit in a step-by-step process that will help develop key messages, identify those who might be impacted by a project, and handle media inquiries.

Information about communication toolkits is available in Appendices A and D of this report. As a follow-up to this class’s efforts, a University of Oregon student is working with city staff to develop a communication toolkit for project managers.

### **Strategy #3: Interactive Media**

The city has historically relied on traditional media like the Statesman Journal newspaper to deliver project details to the public, but reduced staffing at the paper has made it more difficult to get the kind of coverage necessary to keep the public informed. The result is that project managers are increasingly getting calls directly from residents asking about specific projects.

Some of the methods project managers are currently using to disperse information include:

- Making direct contact with the media or distributing press releases
- Posting relevant information on the city’s website
- Visiting Neighborhood Association meetings
- Writing and distributing FAQs
- Writing letters to property owners

Despite these efforts, not enough information is being received, as evidenced by the increasing number of calls to project managers and misinformation in the community.

Project managers and others within the City of Salem might consider capitalizing on Nixle, a free service that works much like Twitter but offers a more secure platform (see [www.nixle.com](http://www.nixle.com)). The city already has an account.

Nixle provides four levels of notification: Alerts (emergency level notifications), Advisories (less urgent need-to-know information), Community Information, and Traffic. Through Nixle, all posted information is immediately available to residents over their mobile phones, email, and computers. Like Twitter, the alerts are received in a short text message, with the option of clicking “more” to receive the full article.

The advantage Nixle has over a service like Twitter is that the number of people allowed to post to the Nixle account is limited. Nixle is the most precise neighborhood-level, geographically targeted system available and is free to agencies and users; no advertising is involved.

Project managers can use Nixle to publicize their projects directly to their primary target audiences while controlling the message and ensuring content accuracy. In addition, project managers can encourage the media to follow Nixle as a news source, thus increasing the potential for coverage.

#### **Strategy #4: Website**

The rapid innovation of the Internet has created consumers who are accustomed to finding information in easily navigable and understandable formats. The City of Salem needs to update its website to meet those expectations.

An improved website can especially help project managers disseminate information. The city has 30 different maps in PDF format that contain a variety of information. There is also a page dedicated to current projects. The information, however, can't be sorted by residents who want to access data related to their neighborhoods. The ideal situation would be to use the map data to create web pages where residents can quickly get information related to current projects in their area. It could look like a Google Maps page, with icons that provide bits of information and the ability to delve deeper.

City resources might not allow for development of this kind of technology, but a new initiative provides an opportunity to achieve this kind of innovation at no cost through the Open Government Movement. The movement allows programmers and others with specific computer expertise access to data. The experts take the data and create an easily usable product. Numerous cities, including Portland, are already participating in the project (see Appendix C for a partial list).



## Target Audience #3: Latino Community

### Background

The 2000 Census indicated 14.6 percent of Salem residents identified themselves as being Latino or of Latino origin, much higher than the statewide rate of 8 percent. City officials have recognized that the Latino community has been underserved and taken special efforts to engage with Latino residents. The Salem Police Department has taken a lead role in these efforts through Angie Hedrick, a civilian employee within the department. Hedrick facilitates presentations and responds to requests for Spanish-language presentations and information. Weekly radio spots were produced for Latino stations in the area, but budgetary constraints put an end to those broadcasts.

Outside the Police Department, the city has sponsored Spanish-language forums as part of budget discussions and has translated neighborhood newsletters into Spanish. The Public Works Department periodically publishes public service announcements in Spanish.

### Methodology

The recommendations being made to the City of Salem come primarily from research that was conducted by interviewing numerous leaders in the Latino community. These men and women are business entrepreneurs, church leaders, educators, attorneys, and media members. The interviews examined the nature of communication between the city and the Latino community.

### Findings

The interviews revealed a number of community members' perspectives regarding the city's efforts to engage the Latino community. Viewpoints and recommendations were distilled and grouped together by topic. A more detailed account of each interviewee's comments can be found in Appendix F. The concise version follows:

#### ***City Purposes***

- The city should make it clear that its intent in seeking input is strictly for civic purposes, that information will not be used for any other reasons, and that the participation of the Latino population is essential for the city to provide effective services to the Latino community.

#### ***City Messages***

- Messages should be meaningful and personal. People will respond to direct, personal outreach. Because the city is essentially starting from scratch in its outreach to the Latino community, the more personal and targeted the approach, the better.

### ***Latino Culture***

- Not all Latinos can be grouped into one “constituency.” There are several layers to the Latino community.
- Keep in mind the Metro Latino Chamber and the Latino Business Alliance are aligned with liberal causes that traditional Chambers of Commerce tend to oppose.
- City programs should include Latino-oriented events.
- Events should be family-oriented, so everyone can attend.
- Develop culturally specific programs – encourage and empower micro-businesses.
- Latin American countries do not have a strong tradition of public involvement in governmental decision-making. People from these countries are accustomed to the government making decisions and taking care of social needs. This might explain why attendance is low at neighborhood meetings.
- Latino residents do not want to be invisible; they want to be included. When you do not go out of your way to include someone, they can be intimidated. They are not trying to attend any meetings or reach out because they do not feel like they are wanted.
- City staff must acknowledge the culture and value system of the growing Latino community.

### ***Communication Techniques***

- Direct, word for word, translation does not work. Full translation, including context, works better. Written materials should be bilingual.
- Start slowly, rather than creating high-profile outreach programs quickly.
- Do not target only Latinos in an outreach program. Make Latinos one portion of the larger constituency any program is trying to reach.
- Disseminate information through churches and youth sports leagues.
- Schedule regular city council meetings in schools within predominantly Latino communities.
- Post newsletters, handbooks, and other literature encouraging Latinos to get involved in municipal affairs at government offices that Latinos frequent.
- Create public service announcements and press releases in Spanish.
- Many Latinos come from cultures that rely heavily on oral tradition. Therefore, simplify, simplify, simplify, and then “tell them what you told them.”

- Chemeketa Community College is an example of a Salem institution that has done a good job of reaching out to Latino citizens and youth with a fully translated website and special targeted programming.
- Distribute information to employees of small business at their respective work sites.

### ***Education/Schools***

- When the entire family creates a vested interest in education, the whole family succeeds.
- Disseminate information and create a presence on the Chemeketa Community College campus.
- Create a remedial program for parents to learn basic skills, such as marketplace arithmetic, literacy, and computer skills. Without these programs, learning obstacles make it hard for Latino parents to promote education to their kids.
- Work through established programs that Salem-Keizer School District is already tied into: The “Ready to Work, Ready to Learn,” program coordinated by the Salem Area Chamber of Commerce and the Community Outreach/Speaker’s bureau coordinated by the Salem-Keizer Educational Foundation.
- Distribute information to students about municipal issues, as children often serve as interpreters for non-English-speaking parents.

### ***Recommendations to the City from Interview Subjects***

- A partnership between the city’s Parks and Recreation Department and local soccer leagues (which are popular among Latinos) can foster a sense of enfranchisement in municipal government.
- Provide opportunities for Latino artists to display their work.
- Create a volunteer commission to make recommended changes and evaluate the success of the city’s efforts.
- Print the city’s “Good Neighbor Handbook” in Spanish. This book would welcome new residents to town, includes phone numbers to city departments and local utilities, and explains city ordinances.
- Give preference to bilingual candidates for new hires.
- Print Community Block Grant Funds information in Spanish – including programs like HOME, which provides money to rehabilitate homes.
- Translate the city’s website – including the community events calendar – into Spanish.
- Along with many segments of the population, Latinos often use mobile

devices instead of computers. Create a smartphone application, specifically for Latinos, with a calendar of events and possibly contacts for different services.

## Situational Analysis

A recent study by the Woodrow Wilson International Center For Scholars, entitled “Context Matters: Latino Immigrant Civic Engagement in Nine U.S. Cities,” examined the political organization of Latino immigrants in the U.S., starting with the May 1, 2006, protests and marches for immigration rights and reforms. The study contends that civic participation by Latino immigrants is growing and was made possible by “years of quiet community organizing and coalition-building.”

|  |   |
|--|---|
| <p><b>Strengths (internal)</b></p> <ul style="list-style-type: none"> <li>• Already have Hedrick as unofficial Latino spokesperson, who is an engaged member of the Latino community.</li> <li>• Several established (if unorganized) outreach efforts that can be easily expanded upon.</li> <li>• Well established neighborhood associations.</li> </ul> | <p><b>Weaknesses (internal)</b></p> <ul style="list-style-type: none"> <li>• Main spokesperson to Latino community is a member of the Police Department, which may cause unease among immigrants.</li> <li>• Lack of Spanish speaking employees in positions of authority in Salem offices.</li> <li>• The concept of “Different governments offer different services” is a difficult one to convey and for public to understand – either English or Spanish speaking.</li> </ul> |
| <p><b>Opportunities (external)</b></p> <ul style="list-style-type: none"> <li>• Any expansion on currently fragmented outreach should be an improvement.</li> <li>• Creating alliances with religious and business leaders in the Latino community could improve services and outreach.</li> </ul>   | <p><b>Threats (external)</b></p> <ul style="list-style-type: none"> <li>• Very limited budget will limit new programs.</li> <li>• Some members of the Latino community would rather remain “invisible.”</li> <li>• Increased attention may upset other minority groups</li> </ul>   |

The study demonstrates that Latinos are interested in becoming engaged in their communities and local governments. The challenge for local governments is creating an environment where that dialogue is encouraged and participation is high. According to a study by the New Organizing Institute, Latinos were just as likely as Caucasians to respond to traditional tactics such as direct mail, canvassing, and phone calls.

The answer could simply be that the City of Salem needs to engage Latinos throughout the community the same way that it engages non-Latinos – with meetings, town halls, and newsletters. The primary difference is that the city needs to reach out in Spanish and go where Latinos live and work.

## **Problem Statement**

In initial conversations, the City of Salem has expressed concern that its Latino constituents are not engaged in local government and do not take advantage of critical city services available to them.

## **Goal**

Increase communication and foster engagement between the Latino community and City of Salem.

## **Strategies**

### **Strategy #1: Develop Relationships and Create Dialogue with Key Members of the Latino Community**

Once the city has identified key leaders within the Latino community, it needs to initiate dialogue with these people and let them be the city's ambassadors into the broader Latino network. The city needs to emphasize that the Latino community's involvement in city matters is not only wanted, but is needed to ensure increasing prosperity for Latinos. The city also needs to understand from Latino leaders the issues that are most important to that constituency. City leaders need to make an effort to meet Latino community members in places where they are comfortable. Appendix E contains a list of Latino community leaders and organizations in Salem.

### **Strategy #2: Create Awareness within the Latino Community about the City's Services**

City staff and Latino business leaders suspect that some people in the Latino community are uninformed about the number of services available to them, such as libraries, senior centers, parks and recreation, utilities, emergency services, and Neighborhood Associations.

It is recommended the city create informational material in at least two formats, like PDF formats and printed material, to increase penetration. A Spanish version of the "Residents" section of the city's website would also be useful.

### **Strategy #3: Develop a Civic Engagement Framework, Based on Research with Latino Community Members, which Can Be Applied to Future Outreach Needs**

The suggestion here is to create a process that is flexible and can be used like a planning tool. The example provided in Appendix A comes from the City of Portland's Development Commission, and is a 10-step process for conducting civic outreach.

## Conclusion

As we stated in the introduction, there is no one simple answer or formula for the City of Salem to follow to increase civic engagement with its citizens. The work conducted by the three strategic communication student groups, however, touched on some common themes that can serve as a guide for the city to develop specific communication plans for a variety of target audiences.

The city council specifically wanted to see the incorporation of new technology in this report, and each group touched on the power these innovations potentially hold for the city. The key is finding the platform that best fits the purpose. Simply creating a Facebook page will not change much. There needs to be a strategy behind implementation, and dedication to managing the technology to get the best results. Each plan touches on how technology can be used to benefit citizens of Salem.

The second theme that emerged was the need for partnerships. The city is not blessed with endless resources to devote to any one problem. But there are a multitude of resources within the Salem community that can provide expertise and guidance for how to reach desired goals. The key is identifying those partners and finding a way to tap into that knowledge.

Finally, focus on small steps and small victories. Each of the above plans emphasizes the need to start small and build on a strong foundation.

# Appendix A: Public Participation Manual

This manual was created in 2007 by the Portland Development Commission.

## 1. Describe the Project

Provide a project description and background to lay the foundation for a successful and achievable public participation process. Include the timeline, geographic area, staff and budget limitations of the overall project. This information will be used to explain the project to those engaged in public participation activities. The description also communicates the boundaries of public participation in planning, program development or decision processes.

## 2. Assess Level of Public Concern or Interest

Assess the degree to which the public considers the issue significant. The public will become involved according to its perception of the seriousness of the issue. Therefore, it is important to anticipate the public's level of interest or concern regarding a project or program.

## 3. Determine Level of Public Participation Needed

Plan for the appropriate level of public participation. The four levels of public participation are:

1. Public Information
2. Public Input
3. Public Involvement
4. Public Collaboration

Each of these levels serves a different purpose with a different outcome. A public participation plan will almost always require more than one level of participation.

## 4. Identify Public Participation Goals

Define goals. Refer to the "Promise to the Public" column in the public participation spectrum as you refine your goals. Here are questions to consider as you develop various goals:

Could this be an opportunity to:

- Create a better project?
- Incorporate other community or city goals into the project?
- Benefit from public input, involvement or buy-in regarding the project?
- Collaborate with other overlapping local taxing districts or city councilors?
- Raise visibility of city services in the community?
- Enhance specific project milestones or decision processes?
- Promote positive news coverage of city programs and/or projects?

- Strengthen or repair public trust?

## **5. Identify Stakeholders**

Identify stakeholders and what level of public outreach is needed.

## **6. Select Tools**

Different public participation goals typically require different tools and approaches.

Here are some things to keep in mind:

- Large public meetings can be valuable ways to generate ideas, but poor vehicles to statistically quantify public opinion or strategize next steps.
- A neighborhood meeting is a valuable way to get insight into the viewpoint of neighborhood leaders, but if the issue at hand affects a few specific neighborhoods, door-to-door contact with residents in those specific areas may be a better approach.
- Open houses may encourage general public feedback on a project, but it is not as helpful if the need is informed and experienced input related to the specific project at hand.

## **7. Create a Schedule**

Include a detailed timeline of the planning, program development and decision-making processes as well as the public participation activities within that process. Public information and input need to be scheduled early enough to provide the public adequate opportunity to influence the decision.

## **8. Identify Roles and Responsibilities**

Identify everyone who has a role and/or responsibility in the planning, program development or decision-making process. Most importantly, identify an overall public participation manager responsible for tracking progress and completing each activity. Clearly identify who your ultimate decision makers are with regard to the project. This will be beneficial to have these determinations prior to the development of public information materials and making presentations to stakeholders, who will want to know how, when and by whom the decision is going to be made.

## **9. Gather and Distribute Input and Results**

If your public participation goals include public input, involvement or collaboration, you have the added responsibility of disseminating the public's input to decision makers and back to the public at large. This "feedback loop" is necessary to demonstrate to the public that their time and effort has been well invested and their comments and concerns have been understood and



accurately communicated to decision makers. It shows the public how their input has been translated and has influenced the project, policy or program.

## **10. Evaluate Effectiveness**

Evaluation should be an explicit part of the design for any public participation activity or plan. Too often, evaluation is ignored or begun too late to help improve the project.

## **Appendix B: Communications Training Resources**

The Media Relations Maven: <http://www.mediarelationsmaven.com>

Cypress Media: <http://cypressmedia.net/training>

The Pincus Group: <http://www.thepincusgroup.com>

The Training Registry: <http://www.tregistry.com>

The University of Oregon: <http://turnbullcenter.uoregon.edu>

## **Appendix C: Cities Participating in the Open Government Movement**

Ann Arbor, MI

Arvada, CO

Austin, TX

Boston, MA

Chicago, IL

Manor, TX

New York, NY

New Orleans, LA

Portland, OR

San Diego, CA

San Francisco, CA

Seattle, WA

Washington DC

Lexington, KY

## Appendix D: Toolkit Table of Contents

Sample of the type of content the toolkit will contain when completed.

- Introduction – Why being proactive is important for project managers. What this guide is about. Why a proactive approach matters.
- Identifying Stakeholders (Media, Citizens, Internal Audiences)
- Crafting your message
- Working with the media
- Press Releases – What to keep in mind when writing press releases
- Press Release Templates
- Local Media Contacts
- Social Media – Different forms of social media (blogs, Facebook, Twitter, etc.), what to keep in mind if project managers choose to use it (legal, feedback, etc.)
- Policies and Procedures
- Crafting Speeches
- Follow-up Guidelines & Policy

## Appendix E: Latino Community Resources

The Latin-American Newspaper of Oregon  
7112 NE Sandy Blvd, Portland, OR 97213  
503-493-1106, [www.ellatinodehoy.com](http://www.ellatinodehoy.com)

El Latino News, newspaper  
503-228-3139, [www.ElLatinoNews.com](http://www.ElLatinoNews.com)

The Latino PR Blog, [www.Latinoprblog.com/upcoming-industry-events/Latino-pr-firmizo-inc-co-hosting-oregons-Latino-heritage-month-kick-off-event.html](http://www.Latinoprblog.com/upcoming-industry-events/Latino-pr-firmizo-inc-co-hosting-oregons-Latino-heritage-month-kick-off-event.html)

Center for Diversity & Multicultural Affairs  
3181 SW Sam Jackson Park Rd, Portland, OR 97239-3098  
503-494-5657, [www.ohsu.edu/xd/education/student-services/education-diversity](http://www.ohsu.edu/xd/education/student-services/education-diversity)

Governor Ted Kulongoski's Office of Affirmative Action  
155 Cottage St NE, Salem, OR 97301  
503-378-3506

Salem-Keizer Public Schools  
2450 Lancaster Dr. NE, Salem, Oregon 97305  
503-399-3000, [www.salkeiz.k12.or.us](http://www.salkeiz.k12.or.us)

United Farm Workers Union, union, 220 SW 11th St.  
Hermiston, Ore. 97838  
541 564-2717, [www.ufw.org](http://www.ufw.org)

Latino Metropolitan Chamber  
333 SW 5th Avenue, Suite 100 Portland, OR 97204  
503-222-0280, [www.hmccoregon.com](http://www.hmccoregon.com)

Salem members of the HMC:  
Adams, Day and Hill, bilingual accident attorneys  
339 Washington Street Southeast Salem, Oregon 97302  
503-399-2667

Applied Growth Transitions, business management consulting  
PO Box 7547, Salem, OR 97303  
760-504-9542

CFP Inc., employee benefits  
PO Box 12888, Salem, OR 97309 503-588-2988, [www.cfpinc.net](http://www.cfpinc.net)

Don Pancho Authentic Mexican Food, Inc,  
3060 Industrial Way NE, Salem, OR 97303

503-370-9710, [www.donpancho.com](http://www.donpancho.com)

Five Stars International, Ltd, management consulting  
770 Glen Creek Rd. NW, Salem, OR 97304  
503-510-1165, [www.FiveStarsIntl.com](http://www.FiveStarsIntl.com)

Interface Network, diversity training and technical assistance consulting firm  
161 High SE Ste 230, Salem, OR 97301  
503-365-0088

Neighbor to Neighbor, mediation service  
1655 Capital St NE #12, Salem, OR 97304  
503-585-0651

Willamette Education Services District Migrant Program Region 16, education  
agency  
2611 Pringle Rd SE, Salem, OR 97302  
503-588-5361 [www.wesd.org](http://www.wesd.org)

St. Joseph's  
721 Chemeketa St NE, Salem  
(503) 581-1623, [www.stjosephchurch.com](http://www.stjosephchurch.com)

Queen of Peace  
4227 Lone Oak Rd SE, Salem  
(503) 362-3443, [www.queenofpeacesalem.org](http://www.queenofpeacesalem.org)

St. Vincent DePaul (both a church and school)  
1015 Columbia St NE, Salem  
(503) 363-8457, [www.stvincentsalem.org](http://www.stvincentsalem.org)

# Appendix F: Primary Research/Community Leader Interview Highlights

## Interview Focus Questions:

1. What are the specific communication roadblocks the Latino community faces when dealing with the City?
2. What needs to be done to better address the issues facing the Latino community?
3. How can the lines of communication be opened up and who are the best people to disseminate information from those conversations?

## Interview Subjects:

Shawna Jantz  
City of Austin  
Austin, TX

Jason C. McBride  
Law Office of Jason McBride  
Salem, OR

Rolando Moreno  
St. Joseph Church  
Salem, OR

Mr. Moreno suggested Sustainable Cities Initiative reach out to Chemeketa Community College to develop a clear line of communication with the Latino community.

Deacon Jose Roman Mendez  
Pastoral Associate  
Saint Vincent de Paul Parish  
Salem, OR

Deacon Mendez said we should focus our efforts on the schools. He says most of the students are sources of information for parents in the Latino community and anything we distribute needs to be bilingual.

Deacon Mendez also said that when the City wants to communicate with the Latino community, they could get greater turnout and buy-in if they began by talking about jobs.

Deacon Mendez suggested that it was important for the city to reach out to not just small businesses owners but to include those businesses' employees as the target audience to create a wider understanding about what's going on.

Teuta V. Norman  
HECHT & NORMAN, LLP  
Salem, OR

Teuta said SCI should make obvious Salem's intent. Latino community members need to be reassured that by reaching out the city isn't looking to deport anyone, but that the Latino input is critical in shaping the city's future.

In regards to advertising, she said word of mouth is the best method for her business. She does use other channels, but only to supplement word of mouth. When asked if she'd be willing to help disseminate SCI's message she said no, but added that once something is established she'd be willing to reevaluate.

Pietro Ferrari  
Executive Director  
Hacienda Community Development Corp.  
Portland, OR

Hacienda is a group that advocates, develops affordable housing for and speaks to Latinos in an effort to build greener and affordable communities. Mr. Ferrari made the following points:

- Culturally specific programs are needed to engage the Latino community and coax people to remove themselves from isolation.
- Encourage development of micro-businesses. Several people started by selling tamales at the farmers market and have expanded to include catering. Such examples inspire others.
- Education is a huge hurdle. It's not uncommon for parents that have arrived from rural parts of Latin America to have only a third- or fourth-grade education.
- Straight translation often doesn't work. Many Latino residents come from cultures that rely heavily on oral tradition.
- Hacienda started after school programs for kids to get help on homework and to combat a 50 percent drop out rate for Latino students. The organization also initiated remedial programs for parents to learn basic skills like marketplace arithmetic, literacy and computer skills. Without these programs, learning obstacles make it hard to promote education to the children and are daunting to learn alone. When the entire family creates a vested interest in education, the whole family succeeds. Latin American countries are more socialist and don't have a strong tradition of public involvement. The people are used to the government making decisions and taking care social needs. This might explain why attendance is low at



neighborhood meetings.

- Affluent Hispanics are not very philanthropic. Because they have pulled themselves up by their own bootstraps, they expect others to do the same. They are often very conservative politically. Their interest in public involvement often centers on their business. Their interest in public involvement to help others isn't as keen. Ferrari hopes that this is a generational issue and suggests that partnering on community events is worthwhile.

George Puentes  
President & CEO  
Don Pancho Mexican Foods  
Salem, OR

Don Pancho (Puentes Brothers Inc.) is the largest Hispanic-owned business in Salem, the second largest in Oregon and one of the top 250 companies in the United States. George Puentes and his brother, in honor of their father, founded the family-owned business in 1979. The brothers are third generation Latinos. George Puentes is very active on numerous boards and commissions, not only locally, but nationwide. He is now semi-retired but remains as President & CEO of the company. He has served as chair of the Salem Chamber of Commerce Board as well as on the Salem City Council. He is a conservative businessman, very well connected, and supports the Salem community through corporate sponsorships, scholarships, and personal community involvement.

George offered a very candid view of city government and presented a variety of ideas for outreach to the Hispanic community.

- As a third-generation Latino in Salem, Puentes cautions that not all Latinos can be grouped into one "constituency." There are several layers to the Latino community – it is not a one-size-fits-all situation.
- In Puentes's experience, the City of Salem has done little to no direct, personal outreach to the Latino community. The city should begin working slowly with schools, youth sports leagues, churches, Chemeketa Community College, etc. to provide new, meaningful programs for citizens and especially youth. He said this outreach should extend to the general population, while keeping Latino citizens in mind.
- Direct translation does not work. "The outreach must be more personalized." Chemeketa Community College is a good example of a Salem institution that has done a good job of reaching out to Latino citizens and youth with a fully translated website and special targeted programming.
- Puentes specifically suggested that the City of Salem should work with existing soccer leagues through the city's Parks & Recreation department, which he said currently lacks meaningful outreach to the Latino community. Soccer is big in Salem and presents an obvious "in" for the City to make progress. "Soccer unites," Puentes said. Community forums are a waste

of time. He believes Latino citizens would respond much more positively to regular city council meetings moved to their neighborhoods on a monthly basis, with interpreters. “Get out of city hall.” He said the meetings could be held at a local school or church. He also recommended holding city council meetings at Chemeketa from time-to-time and work with instructors to give students extra credit for attending a city meeting to encourage youth involvement.

- Don Pancho offers scholarships through Chemeketa. Puentes had good things to say about the college. The student population at Chemeketa is about 11 percent Hispanic, according to current statistics.
- Puentes repeatedly emphasized the need to “Make it meaningful, make it personal.” People will respond to direct, personal outreach. Because the city is essentially starting from scratch in its outreach to the Hispanic community, Puentes said the more personal and targeted the approach, the better at this point.
- Puentes is politically conservative and concerned with issues of importance to business. He said the Hispanic business community is somewhat divided into conservative and liberal camps. The Metro Hispanic Chamber and the Latino Business Alliance, for example, are aligned with liberal causes that the traditional Chambers tend to oppose.
- In general terms, Puentes said Latinos, even business owners, just don’t have civic engagement on their radar at all. He said they are concerned with making a living, sometimes dealing with language barriers and are fairly tolerant of “whatever local government throws at them.” They are striving to “make it work” at whatever the cost. That’s why the city’s outreach must be targeted and personal.

Salam Noor  
Assistant Superintendent  
Salem-Keizer School District  
Salem, OR

With 36 percent of its student population categorized as Hispanic, (10 percent other ethnic groups and 54 percent white) the Salem-Keizer School District has many Title 1 schools, which means there are well-established programs and funding in place that specifically reach out to Latino students and their families.

In regards to coordination with the city, Noor recommended working through two established programs that the District is already tied into: The “Ready to Work, Ready to Learn” program coordinated by the Salem Area Chamber of Commerce and the community outreach/speaker’s bureau coordinated by the Salem-Keizer Educational Foundation.

Every school has either a career counselor/workplace coordinator/volunteer coordinator assigned to these community outreach programs. Noor said the city would have opportunities to contribute through one or both of them.

Program Information:

Ready to Work, Ready to Learn: <http://workandlearnnow.com/web/>

Salem-Keizer Education Foundation: <http://www.skeducationfoundation.org/home/>

## **Salem-Keizer Title 1 Schools 2010-2011**

### ***Elementary Schools***

Auburn  
Bush  
Eyre  
Four Corners  
Grant  
Hallman\*\*  
Hayesville  
Highland  
Hoover  
Keizer  
Kennedy  
Lake Labish  
Lamb  
Middle Grove  
Richmond  
Scott  
Swegle  
Washington\*\*  
Weddle  
Yoshikai

### ***Middle Schools***

Claggett Creek\*\*  
Houck\*\*  
Parrish\*\*  
Stephens\*\*  
Waldo\*\*  
High Schools  
McKay\*\*  
North  
\*\* School Improvement Status

Miguel Flores  
Account Executive  
El Rey Radio 93.1 FM  
Portland, OR

Miguel Flores previously worked at KNSD and has been working at El Rey for about 3 1/2 years.

Flores suggests that the Latino community feels underserved. When we mentioned Courtney's comment about Latinos wanting to be invisible, he disagreed.

“They don’t want to be invisible, they want to be included,” he said. “When you don’t go out of your way to include someone, they’re intimidated. Of course they’re not trying to attend any meetings or reach out, they don’t feel like they’re wanted.”

Flores used the example of the Oregon State Fair. He said they purchased a small amount of radio advertising to publicize the fair on El Rey but were disappointed with the Latino turnout. Flores said he wasn’t surprised because there was nothing at the fair that was specifically for Latinos – no music acts, foods, etc. He thought that if they went beyond just translating the English language ad into Spanish and actually tried to create some special events for Latinos, more would have come.

Flores stressed that many Latinos work Monday through Saturday. The only day they have to really relax and spend time with their families is on Sunday. We asked if he thought it would be effective to try to reach out to people at or after church and he thought that was an excellent idea. To have a meeting or give out information directly after church would be good – they’re already there and no one is asking them to go out of their way to somewhere else.

Of course, Flores said the best way to reach Latinos was through TV and radio. We explained to him that the City of Salem does not have budget for a media campaign. He said that El Rey has run some PSAs in the past and that they might be open to that. He did mention that both OSHA (Occupational Safety and Health Administration) and WIC (Women, Infants, Children) had advertised on El Rey to reach the Latino community because these organizations felt they were not reaching them in other ways. He also mentioned they advertised on the local Univision affiliate and Telemundo as well.

Flores was of the opinion that the best way to reach Latinos was through events or gatherings that involved the whole family. He did mention that when El Rey first started in 2007 they tried doing concerts in Portland but quickly stopped – the turnout wasn’t good. He said the last event that El Rey did in Salem (where the majority of their events are now hold, followed by Woodburn), over 17,000 people showed up. The turnout suggests the City of Salem might consider getting a booth or sending people to the next El Rey event. Not all of the people there will be residents of Salem, but it’s likely that the majority will be.

Flores also mentioned that Latinos are big mobile device users. He emphasized that most Latinos don’t have jobs where they’re in front of computers all day; instead, their ‘computer’ is their mobile device. He said that Verizon, AT&T, and Cricket are three of the largest advertisers on the station. He said that his contacts with each of these companies confirmed to him that Latinos are big mobile device users. Our first thought was an iPhone/Android app that the City of Salem could create specifically for Latinos - with a calendar of events and possibly contacts for different services. We don’t think that it would be the centerpiece of our campaign but it could certainly be a tactic.

What we got from the conversation with Flores is that the City of Salem needs to go where the Latinos congregate.

Denise Mellene  
Communications Director  
City of Pasco  
Pasco, WA

Denise Mellene said the city of Pasco has never run a concerted Latino outreach program, but did talk about what the city has done. One of the most successful tactics has been printing a “Good Neighbor Handbook” in Spanish. The book includes the city ordinances as well as contact information for the various city departments. Similarly, the city also prints community block grant information, like HOME, which provides money to rehabilitate homes, in Spanish. She noted that translating the city’s website has proven difficult and too costly to do properly. However, key sections, such as community calendars can be translated with little cost.

Regarding translation, Mellene said hiring bilingual employees increases the city’s ability to conduct day-to-day business with non-English speaking Latinos. Mellene noted that many Latinos frequently have more contact with state and federal agencies than they do with the city. Therefore, it is important to distribute information, translated into Spanish, in state and federal agency offices. Educating employees in those offices about city services could be helpful because they can then refer Latinos to those programs.

She also noted it is important to educate school children about city services and projects because they frequently act as translators for their parents.

However, the single most important factor stressed by Mellene was that outreach is best handled by a community member willing to be a liaison between the city and the Latino community.

## Appendix G: Project Manager Survey Responses to Open-Ended Questions

| 2. Where do you currently get your communications guidance? |  |
|---|--|
| #   | Response   |
| 1   | My Department's Communications person  |
| 2   | Department Director or Agency  |
| 3   | News email updates from various organizations.                                   |
| 4   | I'm a resource for the City on City-wide initiatives and staff in our department |
| 5   | Section Outreach and Education staff   |
| 6   | My manager or project managers   |
| 7   | All of above, staff brainstorming, and citizen feedback                          |
| 8   | My supervisor, and personal research on current best practice                    |
| 9   | PW Communications Manager  |
| 10  | I use all of the above in addition to any other resource the City may have       |

| 4. How do you get your messages out to the public? |   |
|--|---|
| #  | Response  |
| 1  | post on website   |
| 2  | I contact local media, use our City newsletter, use HandsOn Volunteer Center & use an email distribution list, Facebook       |
| 3  | Neighborhood Assoc. Mtgs, Direct Mailings to Prop Owners  |
| 4  | Distribute directly to the affected area residents and businesses   |
| 5  | I draft materials for review by Department Public Information Manager who distributes   |
| 6  | I write and distribute FAQ, directly contact stakeholders and organize public meetings/presentations                          |
| 7  | I do A and B (English and Spanish)  |
| 8  | I both write releases and contact local media   |
| 9  | Public meetings and city website  |
| 10   | Coop effort between myself and our Public Information Manager   |
| 11   | I write letters to property owners, contact Mike Gotterba for media releases and update web-based links                       |
| 12   | All of the above plus use consultants, and direct contact with NHA's, general Public, and open forums                         |
| 13   | I write and distribute releases, update website and directly contact media.   |
| 14   | combination of direct, press release  |
| 15   | Department communications officer   |
| 16   | press releases, email lists, neighborhood association chairs  |
| 17   | Press releases and direct emails/letters/postcards  |
| 18   | direct media contact, Dept PIO, City newsletter, etc...   |
| 19   | Press releases, brochures, events, email lists, SJ event calendar, radio, etc   |
| 20   | Write and distribute press releases, contact local media, e-mail lists, fliers, newsletters, meetings and presentations, etc. |
| 21   | I generally look for the guidance of our public relations staff   |
| 22   | Organized outreach events   |

| 9. What types of inquiries are you currently most comfortable with? |  |
|---|--|
| #   | Response   |
| 1   | Internal and community in written and verbal comm. |
| 2   | All three  |
| 3   | All  |
| 4   | Internal & Community equally                       |
| 5   | Both Internal and Member s of the Community        |
| 6   | I'm personally comfortable with all on this liist  |

| 10. What types of inquiries are you currently least comfortable with? |  |
|---|--|
| #   | Response   |
| 1   | Verbal communication with the media.                                     |
| 2   | None   |
| 3   | None   |
| 4   | Hispanic community or where there are language & cultural barriers       |
| 5   | Internal can be the most challenging, but not a matter of uncomfortable. |