



## **Civic Engagement Strategies for The City of Redmond**

### **Fall 2015• Journalism: Public Relations**

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## Acknowledgements

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Keith Witcosky, City Manager, City of Redmond

Anne Graham, Councilor, City of Redmond

Heather Cassaro, Communications Manager

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## About SCI

The Sustainable Cities Initiative (SCI) is a cross-disciplinary organization at the University of Oregon that promotes 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 improving community sustainability. Our work connects student energy, faculty experience, and community needs to produce innovative, tangible solutions for the creation of a sustainable society.

## About SCYP

The Sustainable City Year Program (SCYP) 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. SCYP 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. SCYP's primary value derives from collaborations resulting in on-the-ground impact and expanded conversations for a community ready to transition to a more sustainable and livable future.

## SCI Directors and Staff

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## About Redmond, Oregon

Redmond, located in Deschutes County on the eastern side of Oregon's Cascade Range, has a population of 27,427 and is one of Oregon's fastest growing cities. The City's administration consists of an elected mayor and city council who appoint a City Manager. A number of Citizen Advisory Groups advise the City Manager, mayor, and city council.

From its inception, Redmond has had its eyes set firmly on the future. Redmond was initially founded in 1905 in anticipation of a canal irrigation project and proposed railway line. Redmond is on the western side of the High Desert Plateau and on the eastern edge of the Cascade mountain range. Redmond lies in the geographic heart of Oregon. Redmond focuses on its natural beauty, reveling in the outdoor recreational opportunities (camping, hiking, skiing) offered by the Cascade mountain range, four seasons climate, and 300+ days of sunshine annually.

Redmond has been focused on innovative, sustainable growth and revitalization while preserving the city's unique history and culture. In 1995, the City of Redmond began to make critical investments in revitalizing its downtown core. The initial phase of renovations strove to balance growth, livability and historic preservation by rerouting Oregon State Highway 97, improving critical infrastructure, and improving the facades of over 100 buildings in the historic center. The City of Redmond has worked with local businesses to revitalize retail, job creation and housing. To facilitate private sector buy-in, Redmond offers innovative incentive programs such as the Façade Rehabilitation and Reimbursement Grant and the "Downtown Jumpstart" loan competition, as well as Design Assistance.

Often referred to as "The Hub" of Central Oregon, Redmond is situated at the crossroads of US Highway 97 and US Highway 126. It is served by the Burlington Northern Sante Fe Railway, Cascades East Transit Regional Public Transportation Service, as well as a state of the art regional airport served by multiple commercial airlines and FedEx and UPS. In addition to its geographic location, Redmond is viewed as central to business growth in the region. In 2014, Central Oregon Community College opened a 34,300 square foot Technology Education Center to recruit new businesses and expand existing businesses in Central Oregon. Above all, Redmond prides itself on being a family-friendly city which was the motivation for the work presented in this report.



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*This report represents original student work and recommendations prepared by students in the University of Oregon's Sustainable City Year Program for the City of Redmond. Text and images contained in this report may not be used without permission from the University of Oregon.*

## Executive Summary

The City of Redmond worked with public relation students at the University of Oregon to find solutions for increasing civic engagement. The following pages include recommendations culled from eight different plans developed by student teams during the academic term, with each team taking on the same challenge of heightening citizen involvement in the City of Redmond. Separated by target audience, this report includes strategies and tactics for social media enhancement, improving media relations, establishing city committees, and planning special events.

By targeting varying audiences, such as working class families, parents, high school students, and the Hispanic/Latino(a) communities, the City of Redmond has the opportunity to improve citizen awareness and involvement in city planning and initiatives.

# Introduction

For the J453 Strategic Public Relations Planning and Cases course, students collaborated with city staff to find solutions for increasing civic engagement in the City of Redmond. Students spent three months researching the city's problems after hearing key issues from Keith Witcosky, City Manager, and Anne Graham, City Councilor. After researching these issues, students wrote reports on how to implement various strategies and tactics to increase citizen awareness and involvement within the City of Redmond.

This report is a compilation of eight different plans developed by student teams during the academic term. These reports are separated by target audience and include situation analyses, Strengths, Weaknesses, Opportunities, and Threats analyses, key messages, key publics and stakeholders, strategies, tactics, implementation considerations, such as timeline, budget and people involved, as well as evaluation methods.

The eight different plans represented in this inclusive report describe strategies for social media, media relations, special events, marketing materials, community outreach, and online applications as tools for heightening civic engagement. The budgets for these plans range from \$100 - \$8,000 and timelines range from three months to one year in length. Evaluation methods include intercept surveys, social media analytics, tracking event attendance, and publicity from various media channels.

Moving forward, should city staff members implement the strategies and tactics listed in the following reports, as a class, we predict the City of Redmond should see an increase in civic engagement.



## Report One: Stem PR

**“To shift young, working families’ attitudes from apathetic to engaged regarding community events...”**



### Situation Analysis

The City of Redmond is actively seeking the opportunity to become a more technologically advanced community in order to promote civic engagement with the city government. The current challenge is that the city council is not in touch with the wants and needs of their population. The City of Redmond is made up largely of working families, with the median age at 34 (United States Census Bureau 2015).

Unemployment is one of the biggest issues facing the City of Redmond today. Redmond, located in Deschutes County, has been constant at 11% in April 2015 (Bend Chamber of Commerce 2015). Between March and April, Deschutes County added only 38 jobs. By this time of year, Deschutes County has usually added 980 jobs, demonstrating how challenging the job market is in Redmond. Being a smaller city than its neighbor, Bend, the 38 jobs added in Deschutes County have mostly benefitted the Bend economy. The State of Oregon had an unemployment rate of only 7% in April 2014 (Young 2014).

Electorate in the City of Redmond and Deschutes County is very apathetic, with a low voter turnout rate in the May 2012 Presidential Primary Elections. While voter turnout during primaries tends to be lower than turnout during a general election, this year voter turnout was almost half of expected. As of the Monday night before the election, “only 24.8 percent of registered voters in Deschutes County had turned in their ballot. They expected a 50-plus percent turnout, based on historical projections over the last three presidential primary elections” (Young). Because the population is only 27,000, every vote cast in the City of Redmond actually counts and could make a difference. The city’s apathetic voter base is detrimental to their own quality of life, as they could be voting to implement programs that they would benefit from. John Menges, a student at George Washington University, reflects on his time as school board representative in Agoura Hills, California, “Being the student board

representative allowed me to be engaged with local public officials and to discuss issues that affected students in the city.”

Renee Horwitz, a parent of two, mentions that, “I used to be more involved in the city when my girls were younger. We would go to city events because they wanted to go hang out with their friends.” As Redmond is a city filled with young families, Redmond has the ability to transform from an apathetic community to one where families interact and care about the community.

## Key Publics and Stakeholders

### Primary

1) Working class families in the Redmond community:

They are our primary stakeholders because the median age of the city of Redmond is 34. We hope to increase involvement to cultivate a relationship between the city and working class families. Oftentimes parents become involved because their children do, so we want to reach out to the families.

### Secondary

2) High school students and retirement community:

We want to target high school students to get them involved with the City of Redmond sooner rather than later. If they get involved as high school students, they will be more committed to the city in the future. Having younger people involved will also help increase involvement with our primary stakeholder because if students care, their parents will care more as well. In addition, we will target the retirement community, as retirees are a key component of Redmond’s citizens. It is commonly known that senior citizens vote so maintaining their engagement is crucial.

## Key Message

**It’s worth it to be involved in your community. The City of Redmond is a great place to raise a family and due to its small size, every citizen’s voice actually matters and can affect city policies.**

“We had 30,000 votes and a 3-vote spread, so every vote does count. So we hope that people will take that in mind and let their voice be heard before 8 p.m. tomorrow on Election Day,” said Deschutes County Clerk Nancy Blankenship (Burns 2012).

“Youth who volunteer are more likely to do well in school, graduate and vote” - Corporation for National Service. (Brigham Young University).

“People of all ages who feel a sense of belonging tend to lead happier, healthier lives” - APS Healthcare (University of Washington).

## **Objective**

To shift young, working families' attitudes from apathetic to engaged regarding community events, by 30%, by the end of 2016, as measured by an increase in attendance at city events and social media analytics.

## **Strategy One: Community Outreach**

The most important strategy the City of Redmond needs to use is community outreach. Their goal is community engagement, so putting themselves out there in the city is essential to engaging its citizens.

### **Tactics**

- Have city council representatives attend all City of Redmond community events. The City of Redmond already hosts multiple events each month, and having city official presence is essential to helping citizens engage with their representatives.
- Reach out to Redmond city schools to make presentations about the city and the opportunities it provides. This includes recruiting for the “mayor for a day” program and other youth positions offered in the city government. Presentations could include government simulations, educating students how the city works, or just speaking to students about issues they care about.

## **Strategy Two: Media Relations**

Using traditional media is an effective way to communicate with the public. Having articles printed in newspapers or stories reported on TV reaches our targeted stakeholders. Young, working families are often at home with their families during dinner time, so targeting the traditional media is a great way to reach the families.

### **Tactics**

- Highlight the social media internship in press releases in order for local news stations to help publicize both the position and the involvement between the City of Redmond and local high schools.
- Use news media to publicize the addition of the online open forum to the City of Redmond website.
- Include the location and times of all city council meetings as well as a link and description for the online open forum in all press releases regarding city council topics.

## Social Media Internship Prototype

*Figure 1: Sample application for social media internship*

### Social Media Internship Program Application:

Name: \_\_\_\_\_

Year in School: \_\_\_\_\_

Home address: \_\_\_\_\_

Telephone Number: \_\_\_\_\_

E-mail Address: \_\_\_\_\_

1. Describe what you're involved in on campus. Do you play sports? Are you in a club?

2. Do you have any previous work experience?

3. What classes are you taking at school?

4. What is your current GPA?

5. Why are you interested in being a City of Redmond Social Media intern?

6. Please provide the names and contact information of two references:

## Strategy Three: Social Media

In the 21st century, a social media presence is crucial. The City of Redmond's demographics demonstrate that many of its citizens are young, working families and most of that generation are proficient in technology. Social Media is a great way to spread information quickly and share information about upcoming events, meetings or issues facing the community.

### Tactics

- Recruit a “Social Media Intern” from Redmond High School student government. A student government member serving the city as a social media intern would benefit both the city and the student. The student or students hired would learn valuable skills that would benefit them in college and the rest of their life. The city would benefit by having a younger person working on social media, as it would be less stress on the city and also help make posts aimed at a younger generation (See Appendix 1 and 2 for sample posts and application).

Contact: Nate Munoz, Teacher of Leadership Class

Email: [nate.munoz@redmond.k12.or.us](mailto:nate.munoz@redmond.k12.or.us)

Phone: (541) 923-4800 x. 1948

- Host a “Social Media Skills” class for City of Redmond officials teaching them tips and tricks for strategic social media posts. This class will also teach the Public Information Officer about analyzing social media analytics so that he or she can understand if the posts are in fact engaging the readers.
- Online “open forum” hosted on the City of Redmond website for people who cannot (or do not want to) attend city council meetings but still want to share their opinions with the city government. By creating an online forum, there is the opportunity to post the link for the site on all social media sites.

### Social Media Prototypes

Figure 2: Sample Twitter post

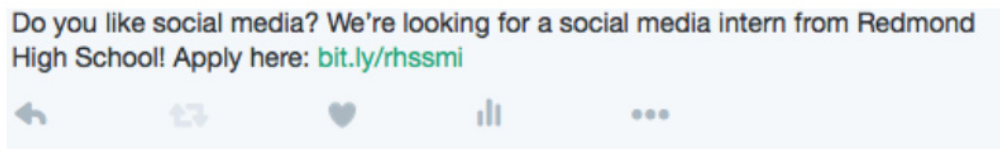


Figure 3: Sample Facebook post

Attention all high school students! The City of Redmond is looking to hire a few social media interns to help the city with their new social media program. We're looking for students to be involved from March until June. This will look great on resumes and college applications. If this sounds like something you would be interested in, apply here! [bit.ly/rhssmi](https://bit.ly/rhssmi)

👍 Like    💬 Comment    ➦ Share

## Implementation: Budget

Social Media	\$0
Social Media Intern	\$0
Public Relations Professional	\$100/hour
Estimated 3-5 hours	
<b>Total:</b>	<b>\$300-500</b>

## Implementation: Timeline

### December 2015:

- Increase presence of the Mayor at city events, and prepare news releases to highlight that.

### January-April 2016:

- Reach out to Redmond area schools and begin planning presentations for the city council members.
- Organize the social media class (host it in February).
- Begin hiring process for social media interns from the Redmond High School student government.
- Increase presence of the mayor and city council members at city events.

### February 1, 2016:

- First day of internship program.

### May 2016:

- Begin advertising for City of Redmond summer programs.

### Summer 2016:

- Continue to engage with residents at city events.
- Continue engaging the news media with news releases about city happenings.
- Hire new student government interns.

### Fall 2016:

- Continue with presenting at Redmond schools, specifically at “back to school nights”.
- Maintain presence at community events.
- Maintain social media presence.

## **Implementation: People Involved**

### **1. Social Media Interns**

### **2. Public Information Officer**

- Write and distribute press releases
- Media outreach
- Oversee social media interns

### **3. Communications Manager**

- Social media posts
- Oversee social media interns

### **4. Local public relations professional**

- Teach “Social Media Skills” class

## **Evaluation**

We recommend measuring attendance at community events. In addition, we will analyze social media analytics on all City of Redmond accounts and monitor website traffic. We will also have city officials at every event where they will talk to residents about the City of Redmond and gauge how the residents feel. In a year, we hope to see increased community engagement by residents and the city council.

## Report Two: LOK Relations

*“To increase community awareness of city events among working families in the city of Redmond...”*

**LOK**  
RELATIONS

### Situation Analysis

With such a small population it would be extremely beneficial for all residents of Redmond to contribute their time and opinions to make the city the best it can be. Currently there is little involvement by community members in events, city meetings, and general day-to-day communications between city officials and residents. Clear lines of communication and involvement can dramatically improve the quality of life in a city, especially a city of this size.

To establish our primary target for our objective, we looked into the demographics of Redmond and saw that the majority of households were families with children under the age of 18 (U.S. Census Bureau 2015). When we interviewed Redmond community members about their experience with community engagement, many felt they were uninformed of events and uninterested in attending. After speaking to these residents we found that the main reason they were unwilling to attend city events was due to other time commitments and obligations. Cameo Briana said, “At the end of the day and in free time, I prefer family time at home.”

In order to keep up with the trends of the town and make sure to communicate with the residents it is important to look at all local sources of news media. The main media sources in Redmond are KTVZ news network, Redmond Spokesman newspaper, and the Bend Bulletin newspaper. Keeping up with these news outlets and making sure that all events are fully promoted in each will help Redmond raise awareness and reach their goal.

### SWOT Analysis

#### Strengths

- Redmond’s communication is very well organized
- All contact information presented on the city’s website is clear and easy to find
- Redmond’s Twitter and Facebook pages are both informational and easy to access



- All of these pages are visually appealing and easy to navigate
- Since Redmond has a smaller population of 27,000 if these lines of communication are utilized properly, it would be easy to reach every citizen
- This population size also can help Redmond to be a very close knit community with a high rate of citizen engagement
- Since Redmond is only 16 square miles, every event we put on will be easily accessible

### **Weaknesses**

- Redmond is a very small city with little community involvement
- Community involvement is essential to the town's success
- There is a small percentage of residents getting involved in any events Redmond hosts
- Without involvement the city is struggling to gather feedback on what is working and what isn't
- The city does have many lines of communication set up but there are flaws with these resources
- The Twitter feed is difficult to pull quick information from
- There are several links and long messages, when the point of Twitter is to be concise and simple
- Tweets about city meetings, events, or city information should be very easy to read and not have too much information; citizens can refer to the city's website for more in depth information
- Redmond's Facebook page is essentially the same as the Twitter page
- There is too much information and the engagement rates are low with little to no feedback on each post

### **Opportunities**

- Since Redmond's main goal is to raise awareness of events in the city, the biggest opportunities would be promoting these events
- Successfully informing residents of Redmond events will make a huge difference if executed properly
- Opportunities to raise awareness include promotion of events through television news segments, stories in local newspapers and word of mouth

### **Threats**

- Although Redmond is in a location in Oregon where there is a lot of opportunity for outdoor activities it is directly affected by the City of Bend and its residents

- Bend has a population of 81,236 in comparison to Redmond's population of 27,427
- This makes it difficult for Redmond to attract visitors or even their current residents to get involved in their events when they could go to something bigger and more elaborate in its neighboring city
- Another threat for the City of Redmond is that 12.7% of their residents are 65 years or older; this demographic may not be as interested in getting involved with the community and probably isn't as interested in communicating via social media
- With such a large reliance on communicating online this could make it difficult for Redmond to reach everyone in their community

## **Key Publics and Stakeholders**

### **Primary**

#### **1) Working parents of City of Redmond**

The City of Redmond is full of young, working families. According to the U.S. Census Bureau 68% of households are families and 38.1% of those families have children under 18 (2015). Families who are raising children and working at the same time, do not necessarily have the time to be highly involved in their community, nor do they have much time to read messages sent to them regarding the community. Because of this time constraint, we will need to make sure the messages that we send are easy to access and very clear. Having a clear message will ensure that our messages are being read instead of being ignored.

### **Secondary**

#### **2) Retired community and Hispanic community**

Redmond has a large retired population. According to the 2010 Census 12.7% of the population in Redmond are 65 years of age and older (U.S. Census Bureau 2015). The City of Redmond needs to be aware that this population may not be as tech savvy as our primary public and we will have to accommodate this by providing tools of communication that are not only online, but in a physical form as well. According to the 2010 U.S. Census Bureau, 12.5% of the population in Redmond is Hispanic. Due to this growing population, Redmond will need to provide their main messages in not only English, but Spanish as well to make sure they are communicating with this demographic.

## Key Messages

### What people should...

**Think:** It is important to be involved in the City of Redmond's events.

It will create a sense of community and make the City of Redmond a more desirable city to be a part of.

Events have been shown to affect social capital, social cohesion, and community building, and present a range of issues for future research (Richards, De Brito, Wilks 2013).

**Feel:** That it is important to contribute in local government and that their voices should be heard.

Their involvement and opinions can dictate what goes on in the city.

The turnout in a local election is usually less than 10%. In many cases, it can be as low as three percent (Fairvote.org 2015).

**Do:** Begin discussing topics in the local government with other residents.

Ninety-two percent of consumers worldwide trust recommendations from family members or friends more than any form of advertising (Austin AMA 2013.) If someone's family or friends are more informed in community topics, they will spread this information to them and they have a higher chance of becoming involved.

According to a Redmond resident, Elise Bowman, she felt that she always heard about events through word of mouth or tradition. If her mom or friends knew about something in the community, she would become aware of it through them.

### Objective

To increase community awareness of city events among working families in the City of Redmond by 15% by January 2017, as measured by online surveys.

### Strategy One: News Media

#### Tactics

##### KTVZ

- Create a relationship between KTVZ and the city event planner
- Creating a relationship with KTVZ is a great way to get continued support for Redmond and feature any upcoming events

- Since Redmond is a small town, it's important that people stay informed with things that are going right in their community
- The Pew Research Center recently analyzed how American adults get news at home
- Nearly three out of four (71 percent) U.S. adults watch local news (Olmstead 2013)
- Those who tune into cable news do so for an average of 25 minutes a day

### **Radio Stations: 101.7 KLRR, 95.7 KLTW and 100.1 KBND**

- Nearly 93% of people ages 50-35 are reached weekly by radio (News Generation Radio 2015)
- Radio Stations are able to broadcast on site of events
- We would be able to reach our target audience while they're commuting to and from work as these are the times with the most listeners

## **Strategy Two: Special Events**

### **Tactics**

#### **Farmers market booth**

- Since Redmond has a smaller population of about 27,000, a great way to bring the community together is through events put on by the city
- Face-to-face interaction is the best way for Redmond to create and foster relationships with the community that elected them into their positions
- By holding the event at such a convenient time, we're able to reach our exact target audience
- We will have free food and games going on so passerbys will be more inclined to participate

## **Strategy Three: Social Media**

### **Tactics**

#### **Redmond Connect: A community engagement portal**

- Right now in Austin, Texas there's a website set up called, "Speak Up Austin" which allows residents to make suggestions for the city through a simple form

- It's been extremely successful for the city and it has greatly raised awareness and engagement in Austin
- It works similarly to a virtual suggestions box
- This is a great way to promote on-going dialogue with citizens by maintaining relationships with neighborhood and community groups
- We will add it to your already developed website (<http://www.redmond.or.us/>) under a tab called "Redmond Connect." This will allow you to add this feature for a low cost
- Redmond Connect will include the following:
  - Surveys
  - Discussion boards about how to improve the city
  - Information about what's going on with the city council
  - A live stream of city council meetings
- This will make it easier for the public to communicate feedback and receive information on their time, since we know our target demographic is busy. This portal is a direct way to generate feedback from citizens and chat with them about their thoughts
- We want to get people engaged by using the hashtag, #RedmondConnect. When people use this hashtag, they can get their questions answered by the city council
- To spread the word about this portal, we designed a flyer that we will print 10,000 copies of to distribute them to Redmond families, local businesses, and local churches

## **Facebook**

- Having an online presence is very important for the City of Redmond
- Their residents have a large age range so it's important to make sure that all forms of communication are covered
- Facebook is also a great platform for easy and quick communication.
- With a generic email account for a city, it can take days and sometimes weeks for a response
- We want to get people engaged by using the hashtag, #RedmondConnect. When people use this hashtag, they can get their questions answered by the city council during meetings

- Councilor Anne Graham’s Facebook Page:
  - Eliminate the use of ellipses (...), posts will become more readable
  - When sharing information, keep it quick and concise
  - Graphics are a great way to share information in a visually appealing way. Be sure to include a graphic with each of your posts
  - Post using a mix of local news, national news, informative posts, and entertaining posts to engage all types of audiences

**Twitter**

- Right now, Redmond’s tweets are mostly links to their Facebook page
- They have a strong following, however, the city doesn’t interact with their followers
- We suggest they post more pictures rather than just text heavy tweets
- Twitter is a great promotional tool for any upcoming Redmond events Redmond has besides the city council meetings

**Implementation: Budget**

10,000 flyers	\$1,200
Cornhole set	\$95
Table & tent	\$240
Food & drink	\$50
x12 markets	\$600
<b>Total</b>	<b>\$2,135</b>

**Budget Breakdown:**

**Community engagement portal**

\$1,000 to hire a company to add a community engagement section to the city’s website (trade advertising with a local vendor to lower the cost to this rate).

### **Redmond Farmer's Market**

Table and Tent \$240

Food and Drinks \$50 x 12 markets, Total: \$600

Cornhole set \$95

### **Flyers to promote #RedmondConnect**

10,000 flyers \$1200

Flyers will be available at local businesses and churches as well as sent out to residents

### **Share community messages on Twitter and Facebook**

Hire an unpaid Social Media Intern to co-manage Twitter and Facebook.

## **Implementation: Timeline**

### **January 2016:**

- Send out an online survey to gauge whether Redmond citizens are aware of public events. Begin placing flyers in the grocery stores, local businesses, and churches promoting RedmondConnect. The flyer will have the url and information about what RedmondConnect actually does. A part of every flyer will be a promotion to "Like" the city on Facebook and follow the City of Redmond on Twitter.

### **February 2016:**

- A Facebook post and Tweet about promoting the new community engagement portal, RedmondConnect, it will be shared by everyone in charge of implementation.

### **March 2016:**

- Send out e-newsletter informing community about community engagement portal and upcoming virtual city council meeting.

### **April 2016:**

- Flyers will go out in the community to promote the upcoming Farmer's Market.

### **May 2016:**

- Local radio stations will begin to promote the Farmer's Market and will announce that they will broadcast live from there once a month.

**June 2016:**

- At the first Farmer's Market, City Manager Keith and Councilor Anne will be the first featured guests at the booth. For the weeks to follow, other members of the city council will be at the booth.

**July 2016:**

- At the July Farmer's Market, the police department will have a special booth informing community members about how to have a safe Fourth of July holiday.

**August 2016:**

- The booth at the Farmer's Market will be focused on promoting RedmondConnect and virtual city council meetings for the month of August.

**September 2016:**

- Engage with community members on Twitter and Facebook to promote back to school and any existing events that Redmond holds annually.

**October 2016:**

- Hold a special event on Halloween where families can come and decorate their trunks for Trunk or Treating, an event where community members gather in a public parking lot, decorate the trunks of their cars and children will go around "trunk or treating." This is a great alternative to the traditional trick or treating and brings community members together for a fun and safe evening. This would be held in the same place as the Farmer's Market.

**November 2016:**

- Send out flyers promoting the upcoming Holiday Market. City Council will have a booth here similar to the one they have at the Farmer's Market.

**December 2016:**

- Send out online survey to all the people that received the initial survey.

**January 2017:**

- Collect data from follow up online surveys sent out in December to see if there's been a change in community awareness.



## **Implementation: People Involved**

### **1. City Manager - Keith Witcosky**

Promote and coordinate weekly city council appearances at the Redmond Farmer's Market. Compile list of pressing concerns and questions from RedmondConnect each week to answer over the virtual city council meetings. Post each city council meeting video.

### **2. City Councilor - Anne Graham**

Promote the posts of the City of Redmond's official Facebook and Twitter pages through her own Facebook page.

### **3. Social Media Intern (unpaid)**

Recruit an intern to develop content for the City of Redmond's Facebook and Twitter profiles. Intern is in charge of posting frequently and making sure all content is relevant and engaging for citizens.

### **4. Communications Director / Committee**

Develop the RedmondConnect page and designate who will monitor the site and answer questions at what times. Also reach out to the local news media to create and promote feature stories on upcoming events in Redmond.

## **Evaluation**

- Survey asking residents of Redmond how they heard about community events when they are at community events
- Survey 100 residents on the street on their level of awareness of community events before and after the implementation of our community awareness plan
- One in the beginning, January 2016 and then again in January 2017
- Compare attendance of Redmond Farmer's Market from the first city council booth of the year to the last
- Track visitation and number of questions received on RedmondConnect
- Track number of views per virtual city council meeting

## Report Three: BEN Media

***“To raise awareness about Redmond’s current events and shift the public’s attitude about importance of involvement, among working class families with children in grades K-12...”***

**BEN**  
media

### Situation Analysis

The City of Redmond is experiencing a lack of engagement from its citizens. City officials are not receiving the amount of feedback that they would like coming from the community. Redmond’s population growth has seen a steady increase over the last decade, although the increase has slowed recently. The community has a strong presence of retirees, Latinos, and young families. Redmond has a high percentage of families, accounting for 68% of all households. The city’s average household size is roughly 2.61.

There are opportunities to better communicate with working class families that have children in kindergarten through grade 12. To understand this community better, we interviewed citizens ranging from ages 15 to 70. After interviewing citizens in the streets of Redmond, we came across different ages of men and women who lived in households of two or larger. Redmond should focus on working class families because they make up the largest demographic in Redmond.

Redmond should also focus on local business owners because out of the 15 citizens we interviewed, 95% of them are local business owners. Redmond needs to make these demographics change their attitude about city events and meetings to get citizens involved within the community. Learning the amount of influence local business owners have on the community we decided this is extremely applicable to creating a more engaged community. To do this, Redmond will first need to make working class families and local business owners aware of upcoming city events and meetings.

Additional information we learned is that 70% of those interviewed said they do not use social media, so we decided social media is not a priority. On the other hand, when we asked the citizens of Redmond if they would be willing to download and use an application where they could learn about current city events, matters, and post concerns and questions, 100% said they would download and use the application.

## **SWOT Analysis**

### **Strengths**

- New \$1 million Sam Johnson Park opened October 15
- Affordable living
- Recreation centers for kids
- Business owner association

### **Weaknesses**

- Minimal feedback from community
- Monthly newsletters only reach citizens who receive water bill through the city

### **Opportunities**

- Expand methods of sending information to citizens
- Local government wants to work with local businesses
- Adapt to new technologies
- Raise morale

### **Threats**

- Remaining relevant in the world of technology
- Economy
- Loss of business
- Natural disaster

## **Key Publics and Stakeholders**

### **Primary**

#### **1) Working class families**

We will focus on working class families who have children in grades Kindergarten through grade 12 in high school. Families are the largest demographic in Redmond. By targeting working class families, the City of Redmond will be able to target its largest demographic as well as young kids in school.

### **Secondary**

#### **2) Local business owners**

We will also target local business owners because they have an incentive to become aware of city information and events because it will most likely affect their businesses. Ninety-five percent of citizens (14 out of 15 people) that were interviewed in the City of Redmond were local business owners.

## Key Messages

### **1) Being involved in events and meetings in the City of Redmond will enhance citizens' lives by creating a close knit community.**

Fact: APS Healthcare states, a strong community benefits the individual, the community, and the greater society. People of all ages who feel a sense of belonging tend to lead happier and healthier lives, and strong communities create a more stable and supportive society (University of Washington).

Fact: According to WhiteHouse.gov, research bears out that young people who volunteer in their communities are more likely to vote, stay actively involved in service, and feel empowered as citizens. A study discussed in promoting student engagement found that volunteers become emotionally connected to the communities they serve and sustain community involvement after volunteering – a strong positive indicator for future economic growth (Greenblatt 2012).

### **2) Citizen engagement will bring citizens and the City of Redmond local government together because it will allow local city government to have an insight into what Redmond's citizens want.**

According to United States Institute of Peace, civic participation and empowerment refer to a condition in which every citizen has the means to actively engage in the public sphere, including political processes. Under this condition, civil society is empowered, protected, and accountable; the media are present, professional, and independent of government influence; equal access to information and freedom of expression is upheld; and political parties are able to form freely and are protected. Civil society, the media, and political parties can mitigate the potential for violent conflict by providing legitimate public forums and mechanisms for peaceful debate. Through these means, the population can also peacefully participate in politics, provide a check on the government, and influence government policy. Without opportunities for civic engagement, motivations for violence may be more likely to increase, as the population seeks to ensure their voice is heard and their needs are met. (United States Institute of Peace).

According to the Parliament of Canada, "At the individual level, American researchers James Youniss and Miranda Yates surveyed 44 studies that explored the impact of youth participation in community life. Most of those studies found that civically engaged young Americans 12 to 24 years of age were more likely than unengaged youths to meet personal and social challenges and to control their own lives. They enjoyed higher self-esteem and a more acute sense of their abilities. Other researchers have defined those five abilities as follows: A general improvement in social and school/university skills, greater self-confidence, reinforced ties with family and peers, reinforced moral values, and integrity and compassion for others (Menard 2010).

## **Objective**

To raise awareness about Redmond's current events and shift the public's attitude about importance of involvement, among working class families with children in grades K-12, by 10%, by the end of the 2017 fiscal year, measured by a benchmark survey.

## **Strategy One: Special Events**

To shift attitudes about participating in local government procedures and issues through special events.

### **Tactics**

#### **Intercept Survey**

Many Redmond locals are too busy to find the time to attend city meetings. So instead the city should meet with its people. By city officials conducting hands-on research in the street, locals will be able to put a face to the people running the city. This will essentially humanize government and allow people to connect better with one another.

#### **Book Store BBQ Fundraiser**

A woman is interested in buying a local book store, Paulina Springs Books. She needs to raise \$25,000 in order to buy it from the previous owners. She has previously stated an interest in utilizing crowdsourcing to fund this venture. Other local business owners are aware of the story as it has been covered in the local paper. There is an opportunity for the City of Redmond to help sponsor an event with the goal of local residents supporting a fellow citizen of Redmond and local businesses. It is important that the city government is invested in the individual well-being of every local citizen and business.

By developing that sense of community, citizens of Redmond will know that they can turn to the government in a time of need. There is an opportunity for the City of Redmond to help sponsor an event with the goal of local residents supporting local businesses.

The objective is to convey a sense that the city government is invested in the individual well-being of every business. The fundraising event will take place at the Sam Johnson Park, which will have a silent auction, raffle, and carnival games.

#### **Professional Workshops**

A thriving city needs thriving business. Many of the businesses in Redmond are independently-owned small businesses. By hosting workshops where professional experts share knowledge on how to

successfully run a small business, the city will be taking initiative in the wellbeing of its people that can foster a mutually beneficial relationship. This workshop will be hosted by Redmond High School and will be open for everyone to attend.

## **Strategy Two: Media Relations**

To shift attitudes about participating in local government procedures and issues through media relations.

### **Tactics**

#### **CitySourced Application**

By utilizing the application CitySourced, Redmond will be able to connect digitally with more of its citizens. Our research demonstrates that many Redmondites, of all ages (15-70), are interested in using a city application that can better connect them to their governing officials. The app is used to communicate with city officials about potential issues that citizens want addressed. CitySourced is currently being used by cities around the U.S. such as Los Angeles, California; Corpus Christi, Texas; and Honolulu, Hawaii. The app can also stream city meetings and be used bilingually. With this application, citizens will be able to report issues and concerns, access a calendar of city events, and allow city officials to access analytics, such as who the reports are coming from and in what areas. We contacted a representative from CitySourced (Adam), and he said he would be willing to tailor the app to the specific services Redmond needs while staying under the proposed budget.

#### **Media Kit**

A media kit containing a press release and background information will be made and released to various local and state media outlets. It will highlight Redmond's embrace of technology to make civil affairs more accessible to its citizens. It will position Redmond as a city that is looking to new and alternative ways as solutions to crucial problems by establishing itself as a pioneer in modern civil engagement.

#### **KTVZ News Segment: "What's up Redmond?"**

Television is an important and powerful medium. By connecting with local news to broadcast a monthly report, What's up Redmond?, upcoming city events can be highlighted, a local Redmond citizen who shares his/her story can be featured, and the City of Redmond application can be promoted. This broadcast report on KTVZ News will foster a sense of community and understanding amongst residents about who makes up the various components of the Redmond community. The main driving force behind the tactic is to bring a communal attitude to the forefront of Redmond consciousness.

## Implementation: Budget

Bookstore BBQ	
Carnival games	\$500
Bounce house rental	\$200
Food	\$1,000
Miscellaneous costs	\$300
Application	\$3,400
Intercept Survey (printing material)	\$500
KTVZ News Segment	\$1,155
Professional Workshops	\$1,000
<b>Total</b>	<b>\$8,055</b>

## Implementation: Timeline

### January 2016- January 2017

#### January:

- Begin application process with Adam, CitySourced representative
- Intercept surveys at local parks and schools

#### February:

- Continue application creation process
- Begin planning TV news segment What's up Redmond?
- Intercept surveys at local businesses

#### March:

- Finalize What's up Redmond? and be ready to do first segment the first week of April
- Intercept surveys on the weekends in downtown

#### April:

- Finalize application
- Episode 1 of What's up Redmond?
- Intercept surveys at the downtown Redmond Youth Art Walk

#### May:

- Develop and send out media kit for application

- Episode 2 of What's up Redmond?
- First Professional workshop
- Begin planning the book store fundraising event

**June:**

- Episode 3 of What's up Redmond?
- Professional workshop
- Continue planning for the book store fundraising event

**July:**

- Episode 4 of What's up Redmond?
- Professional workshop
- Finalize plan for the book store fundraising event
- Intercept surveys at Deschutes County Fair

**August:**

- Episode 5 of What's up Redmond? will feature promotions and information about the upcoming book store fundraising event
- Professional workshop
- Develop and send out media kit for book store fundraising event
- Feature book store fundraising event on the City of Redmond application

**September:**

- Episode 6 of What's up Redmond?
- Professional workshop
- Book store fundraising event at the Sam Johnson Park

**October to end of December:**

- Continue monthly episode of What's up Redmond?
- Continue monthly Professional workshop
- Evaluate and record results about the implemented tactics

**Implementation: People Involved**

**1) Keith Witcosky**

The city manager will oversee all tactics throughout this plan.

Keith Witcosky will manage the application process and communicate with Adam, CitySourced representative, to tailor the application to Redmond's specific needs.

**2) Heather Richards**

The community development director will oversee the Bookstore BBQ Fundraiser event.



### **3) Kelly Morse**

Works in the Administrative Services department. Since her department is often the first point of contact regarding city issues, she will delegate the intercept surveys around town.

### **4) Ginny McPherson and Heather Richards**

Both oversee the professional workshops, media kit, and “What’s Up Redmond?” news segments.

## **Evaluation**

### **Special Events:**

To measure the success of special events (Book Store BBQ Fundraiser, Professional Workshops, Intercept Survey) by counting how many people show up to events.

### **Book Store BBQ Fundraiser:**

This will be measured by counting how many citizens come to the event. More specifically, counting the number of BBQ tickets sold for food.

### **Professional Workshops:**

This will be measured by counting how many citizens attend the events.

### **Intercept Survey:**

This will be measured by the number of citizens that were surveyed by the city council representative.

### **Social Media**

To measure the success of the media relations tactics (CitySourced Application, Media Kit, KTVZ News Segment: What’s Up Redmond?) by counting how many citizens tune in to the segment and download the application.

### **CitySourced Application:**

This will be measured by counting how many citizens download the application. The application shows the analytics, so this will be an easy tactic to measure.

### **Media Kit:**

This will be measured by how many journalists and media outlets use the media kit and promote it.

### **KTVZ News Segment:**

What’s Up Redmond?: This will be measured by counting how many people tune in for the segment.

## Report Four: Coral Communications

*“To increase awareness of city issues among Redmond parents...”*



Coral  
Communications

### Situation Analysis

The City of Redmond resides in Central Oregon with roughly 27,000 people. The city wants to update and strengthen communication ties and involvement with the residents. Families in the workforce will be the main audience the city will focus on engaging in the upcoming months.

Other Central Oregon cities successfully keep residents and visitors updated by utilizing methods beyond city meetings. According to one Central Oregon homeowner, they check updates by looking at the smartphone app, or reading their Twitter feed to learn about upcoming events, or current issues in the community.

The City of Redmond has the opportunity to evolve with their fast-growing city by implementing new forms of communication. Citizens of Redmond will be efficiently updated via social media platforms and through engaging events.

### SWOT Analysis

#### Strengths

- City website and Facebook page are informational and well maintained
- A variety of services and programs including city council meetings
- Friendly, small town appeal

#### Weaknesses

- Twitter account needs to be more engaging and have a better layout
- Not enough followers on social media accounts
- Newsletter is too long

#### Opportunities

- Young median age of 34 in Redmond makes new tech-based communications easier to implement
- Young families are a large portion of population. The parents have a strong influence in the community

- Get the parents involved to reach a larger audience.
- Growing population: The 52% of residents who moved to Redmond in the past 10 years (United States Census 2015) may desire to know more about the town and what is going on and will be targeted in our strategic plan.
- Small population of 27,000-easier to reach all residents
- Growing Hispanic population. Twelve percent of the population. (Suburbanstats.org).

## Threats

- The City of Bend is only 20 miles away. Although a more expensive area, the town has many attractions that can lure Redmond residents away. The population of Bend has also risen by 56.1% since 2000 (United States Census Bureau 2015).

## Key Publics

### Primary

**1) One of the primary audiences for the City of Redmond is the parents of families within the city limits of Redmond.**

This audience is among those most likely to be involved in the city as they are involved themselves, as well as on their children's behalf. The average age of Redmond residents is 34 years old, likely to either have a family or in the planning stages. Additionally, the Redmond School District has over 7,000 students from Redmond and the neighboring communities of Alfalfa, Crooked River Ranch, Eagle Crest, Terrebonne, and Tumalo. The school district currently operates five K-5 elementary schools, two K-8 community schools, two middle schools, one charter school, one educational center, and two comprehensive high schools.

### Secondary

**2) The secondary audience for our strategic plan are retirees and senior citizens, who make up 12.7% of the Redmond population (United States Census Bureau 2015).**

Senior citizens have more time to become involved in local government and volunteer as it is unlikely that they are still in the workforce or busy raising small children.

## Key Message

**The City of Redmond would like to improve its communication with residents as to better the awareness of city programs, understand needs of residents, and create greater overall city engagement.**

- The City of Redmond provides a variety of programs and services for residents that improve with clear communication between the city and its residents.
- The City of Redmond is responsible for the transportation needs of its residents and understands the impact it has on their day-to-day lives and travel plans.
- The City of Redmond is a local government body that represents the needs and interests of its residents.

## **Objective**

To increase awareness of city issues among Redmond parents, by 20% by July 2016 as measured by the increase in the amount of subscribers and followers, event attendance, and online survey of awareness.

## **Strategy One: Social Media**

### **Tactics**

#### **“Our Redmond” Photo Contest**

The City of Redmond’s Facebook account is informative, concise, and up to date, but only has 1,330 “likes,” a very small portion of its 27,941 residents. Postings that encourage more interaction between the public and the City of Redmond Facebook account would be beneficial to improving residents’ awareness of the city’s activities. A possible Facebook tactic is a photo submission contest for the best photo of “Our Redmond.” In comparison to the Facebook account, the Twitter account isn’t as strong in its content, and has just 578 followers. Twitter is an excellent social media platform for Redmond residents who do not have or want social media accounts as they simply need to go to the City of Redmond account(<https://twitter.com/cityofredmondor>) and scroll down through the 140 character messages until they reach the message containing the information they are seeking. Tweets need to be visual and engaging as to encourage more user interactions. Additionally, making sure that the Twitter account is not repeatedly posting the same post is important to retain followers.

#### **City of Redmond Staff Profiles**

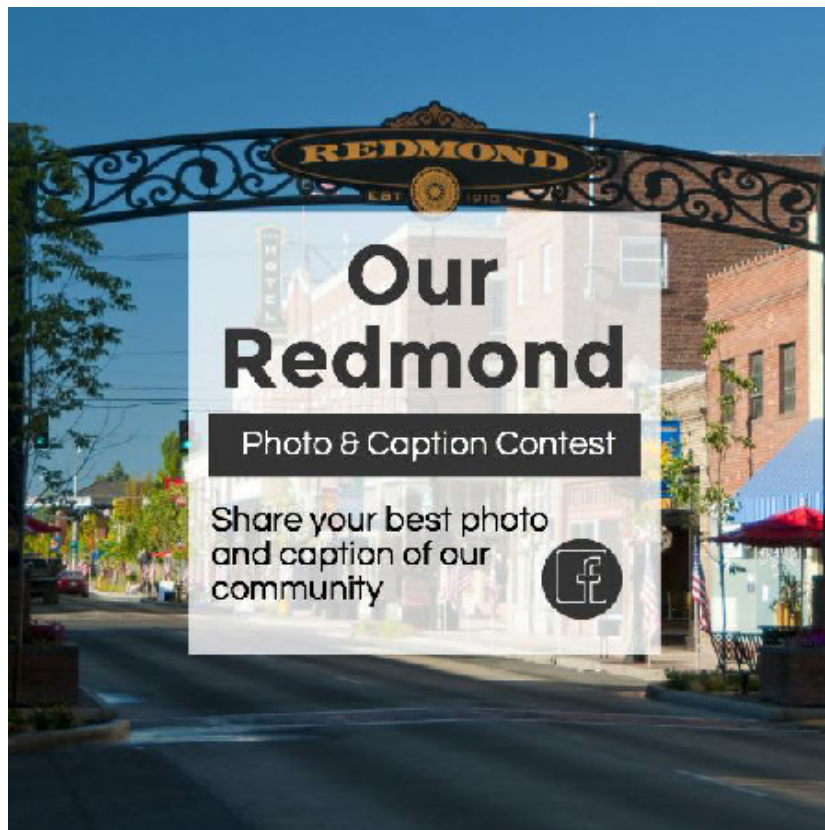
The visual strength of Instagram as a social media platform is one which the City of Redmond should be utilizing. A weekly post about different members of the City of Redmond staff with just a brief paragraph about what they contribute to the city would be an excellent human interest story. The visual strength of Instagram can also be cross posted to the City of Redmond’s other social media accounts.

# Social Media Prototypes

Figure 4: Sample Instagram post



Figure 5: Sample graphic for Facebook photo contest



## Strategy Two: Special Events

### Tactics

#### Parents Night Out

The City of Redmond wants to invite parents and those 21 and up, to a night out to enjoy some local beer, wine, and cheese tasting at the Central Oregon Community College Redmond campus. The tentative date is Friday, June 3, 2016, which depends on rental availability at the college. Parents will drop off their children where child care taking services will be provided by local juniors and seniors in high school with previous babysitting experience. There will be a ticket admission price of \$10 for parents of kids and \$8 for non parents. This will help cover the costs for food, beverages, and babysitting.

This is an attractive option in comparison to a typical city council meeting where adults can socialize in an adult atmosphere which will allow for face to face interactions with city councilors, officials, and other Redmond residents. This is an interactive opportunity that is an alternative event to a typical city council meeting. Parents will be intrigued to enjoy an evening out in an adult setting. This will target both our primary and secondary audiences because not only will it attract adults from working families, but also retirees that want to engage and meet city officials to express concerns, questions, and hear city updates.

**Tentative Date:** Friday, June 3, 2016

**Time:** 6:00pm-9:00pm

**Location:** 2030 SE College Loop, Redmond, OR 97756

#### Family Camping 101

Central Oregon is known for its outdoor recreational opportunities and the City of Redmond wants to prepare its residents so that they can take advantage the area's natural beauty. The city will provide recreation instructors to help prepare families for camping trips in an activity filled afternoon to better prepare Redmond campers on their family adventures.

**Schedule of Events:**

1:00-2:30 - Setting Up Camp

2:30-3:30 - Nature Skills

3:30-5:30 - Cooking (Dinner Provided)

**Tentative Date:** Sunday, April 23, 2016 at 1:00pm

**Location:** Ridgeview High School, 4555 SW Elkhorn Street Redmond, Oregon, 97756

## **Strategy Three: Community Outreach**

### **Tactics**

#### **E-newsletter**

The City of Redmond currently has a seasonal newsletter. This plan will phase out the seasonal letter and be replaced with an electronic newsletter that will be posted weekly via the city's website, residents' emails, on Twitter, and Facebook.

The newsletter will be a concise, easy to read, brief overview of the most important issues, events, and updates in Redmond. This newsletter will be geared toward working families that want an update they can read in less than 10 minutes with a short bullet point overview at the top for those who have less time. Occasionally the newsletter will have graphics or three minute videos, but will mostly have bullet points and will include dates of upcoming events. The e-newsletter will be formatted to be accessible via computers, tablets, and smartphones.

#### **City Council Happy Hour**

Once a month the city council will meet for happy hour at one of the local breweries or restaurants. The time and location will be posted in the e-newsletter, via Twitter and Facebook, and on the city website. This will be an opportunity for the city council to meet in a relaxed environment and socialize as they update one another about city issues and updates. This is intended to receive more attention and attendance since it's not the typical city council meeting. Topics that will be addressed are upcoming events, opinions of city council meetings regarding current issues, and additional questions and concerns.

## Implementation: Budget

<b>Parents Night Out</b>	
Water:	\$100
Wine:	\$500
Beer:	\$200
Cheese:	\$200
Rental Costs:	\$300
Room Rental (five hours):	\$750
<b>Camping 101 Budget</b>	
Camping Materials-Rentals	\$200
Water	\$50
S'mores	\$75
Hot dogs	\$75
Printing	\$100
Recreation Instructors	\$300
Miscellaneous Costs	
Sound system rental	
from Bend Oregon Speaker Rental	\$115
Folding Tables (8)	\$400
Printing costs	\$50
<b>Total Budget:</b>	<b>\$3,415</b>



## **Implementation: Timeline**

### **January:**

- The new social media and community outreach strategies will be implemented by the communications team. The “Our Redmond” photo contest will be held during the month of January with the winner being announced at the end of the month, and the winning photo will be uploaded as the cover image for all of the City’s social media accounts.

### **February:**

- Heather Richards, Community Development Director and Ginny McPherson, Community Development Program Coordinator will begin planning Family Camping 101. Reservation of Ridgeview High School will be made. Also a venue at COCC will be reserved at this time. The new weekly e-newsletter will be put into circulation.

### **March:**

- Communications manager will announce upcoming Family Camping 101 event via social media, e-newsletter, and on city website.

### **April:**

- On Sunday, April 23, the Family Camping 101 event will be held at Ridgeview High School. City councilors, City Manager, Community Development Director and Program Coordinator will attend the event.

### **May:**

- The upcoming Parents Night Out special event will be announced via social media, e-newsletter and on city website.

### **June:**

- On Friday, June 3, the Parents Night Out event will be held at the COCC Redmond Campus. City councilors, City Manager, Community Development Director and Program Coordinator will attend the event.

### **July:**

- At the end of July, we will measure the final data for evaluation of strategic plan success as explained in the evaluation section.

## **Evaluation**

To increase awareness of city issues among the Redmond residents by 20% by July 2016 as measured by the increase in the amount of subscribers, “Our Redmond” participants followers, event attendance, and an online survey of awareness.

### **Followers and subscribers to include:**

- Likes on Facebook
- Followers on Twitter
- Followers on Instagram
- Subscriber to e-newsletter

### **Event Attendance to include:**

- Number of parents at “Parents night out”
- Number of participants at family camping
- Number of participants at city council Happy Hours

### **Survey Include:**

- Awareness of city services and programs
- Accessibility to city councilors and other city leaders

## Report Five: Cascade PR

***“To increase awareness among high school students and their parents that the City of Redmond’s government is invested in the lives of their community members...”***



## CASCADE PR

### Situation Analysis

The City of Redmond, Oregon, is located in Deschutes County in Central Oregon, about 20 miles away from Bend, Oregon. Of Redmond’s 27,000+ residents, 68% of the population is comprised of families and the median age is 34 (Redmond, Oregon). The City of Redmond projects that over the next 20 years Redmond will be home to 8,000 new family households. In the last 10 years, the population of Redmond has doubled and the number of families is increasing (Redmond, Oregon). This growing demographic provides a huge opportunity to target young families with children in Redmond. Redmond itself is growing due to its affordability and location relative to Bend and attractions like Smith Rock. The Central Oregon airport is also located in Redmond along with the county fairground and expo center. There are many things that are drawing people to live in Redmond, but the population is simply not engaged in their city.

When talking to members of the community we found that Redmond’s foundation is in agriculture and family. Joel Markham, a senior at Redmond High School, said that wrestling and football are the most common sporting events that the community attends. Otherwise, parents and their children are agriculturally focused. Children grow up learning their family’s trade to continue on their family business after they graduate. Markham mentioned that the Mayor of Redmond came to student government classes to answer questions about the government and talk about the city; this visit was extremely popular with the students and there were so many questions asked that they ran over the projected time. Markham plans on going to community college in Redmond for two years before transferring to another school in the state.

Another City of Redmond resident, Caleb Ronhaar, a 19-year-old firefighter EMT, talked about the countless outdoor activities in Redmond, including fishing, hunting, hiking, and skiing. Popular activities at the high schools are sporting events and school activities (e.g., leadership, student council, Key Club, Future Farmers of America, Future Business Leaders of America). Being a firefighter and first responder has helped Ronhaar stay informed about his local government.

## Challenges and Opportunities

City Councilor Anne Graham and City Manager Keith Witcosky both spoke on the trouble that the city is encountering when attempting to get feedback from the people of Redmond in regards to their local government. According to council member Graham, public attendance at city council meetings is minimal. Councilor Graham and four residents interviewed attributed that to the fact that most people living in Redmond are happy with the way the town is being run. The city also does not have a way of gathering any feedback.

In the study, “Who Wants to be an Active Citizen? The Politics and Practice of Community Involvement” conducted at Cardiff University it was found that, “Community involvement is now regarded as integral to good practice in policy circles...The idea of consulting and actively engaging citizens has not, until recently, been a common practice in mature industrialized democracies” (Michael Marinetto, Cardiff University). The study also states, “it is a matter of ‘government through community.’” This has involved government strategies and practices for cultivating and utilizing community allegiances. One such method...is that of active citizenship or community involvement where “new modes of neighborhood participation, local empowerment and engagement of residents in decisions over their own lives will...activate self-motivation, self-responsibility and self-reliance” (Redmond, Oregon).

Based on the conversations we had with residents within our target audience, it would be beneficial to have a more active role with the high schools. When the Mayor visited Redmond High School, the juniors and seniors were extremely interested in city issues as evidenced by the volume of questions that were asked. Engaging with the youth will lead to conversations about city issues at home, encouraging parents to become more active citizens. Reaching these students is also vital due to the number of students that stay in Redmond upon graduation to attend community college, work in family trades, and begin their professional career. By creating a relationship with high school students and their parents now, the city can ensure a more engaged population in the future.

## Current and Emerging Issues

The study from Cardiff stated the largest issues cities face are efficient ways of reaching their public (Marinetto 2003). Due to the fact that there are a variety of different demographics and so many different ways of reaching these individual groups, it can be difficult to successfully reach the amount of people needed to create a noticeable and measurable response. The demographic that will be vital to advancement of our proposed program is young families and their children. This group is often reached through social media, yet the Redmond Twitter and Facebook are used sparingly and dryly, therefore creating very little response.

Another challenge that the City of Redmond faces in regards to getting the community involved is the lack of events for people to participate in or places for the community to come together. Although Redmond has a large expo center and the regional airport, these large attractions aren't in the center of town and don't necessarily bring the community together, presenting the challenge of bringing the people of Redmond together through community events at local venues and getting the public to interact with such events.

## **Key Publics and Stakeholders**

### **Primary**

#### **1) Redmond's key audience is high school students attending Redmond High School and Ridgeview High School and their parents.**

These teenagers are pivotal to the future success of Redmond since they will be the primary citizens in the coming years. By engaging and connecting with the high schoolers now, they will be more likely to be citizens that participate in their local government later. The parents of these high schoolers will be reached by connecting with their children. This plan will spark conversations at home that will in turn show the parents of high schoolers in Redmond just how much their government is invested in their lives, the lives of their children, and that their opinions are welcomed and desired.

### **Secondary**

#### **2) One secondary audience for the City of Redmond is young families living in town.**

Sixty-eight percent of Redmond's population is comprised of households, showing that these families make up a large portion of the population in the city (City of Redmond). Their opinion as a majority is vital to the success of Redmond. By targeting these parents Redmond will not only gain connections with a large amount of their citizens, but they will again, begin to get to know the city's distant future leaders. These children are also a target for current city plans like the new playground therefore building from pre-existing city upgrades will be beneficial.

#### **3) Another secondary audience for the City of Redmond is senior citizens since they comprise 12.7% of city's population (United States Census Bureau 2015).**

This group will be targeted differently from the other audiences due to the difference in age and preferences on how they receive their city's news. While this group is mostly made up of citizens that have retired to Redmond from other towns, their engagement is one that will be easier to obtain due to their current involvement in city panels and other issues.

## Key Messages

### 1) Redmond works to ensure the safety of its residents.

Fact: Redmond has reconstructed city roads to improve their safety and ease of accessibility. An example of this is the reconstruction of SW 27th Street. Redmond updated this narrow two-lane road to one lane with bike access and replaced a roundabout with a four way stop.

Fact: The city improved South Canal Boulevard bicycle lanes and sidewalks in order to improve access to Ridgeview High School, SW Elkhorn and South Canal Boulevard.

Fact: Projects that are currently being planned are construction of the east side sewer interceptor, and other city street improvements including new pavement, waterlines, and bike lanes.

### 2) The City of Redmond cares about families and provides opportunities for improved quality of life.

Fact: The City of Redmond approved the construction of a fully accessible playground called “Hope Playground” to be built at Sam Johnson Park, creating a place for children of all abilities to play in the local community.

Fact: The City of Redmond has been working on a downtown revitalization plan since 1995. In Phase 1, the city created new streetscapes, relocated the highway, developed a new city center park, and integrated a new water and sewer infrastructure. Moving into Phase 2, the city is working to revitalize businesses, entertainment, job opportunities, and housing.

### 3) The City of Redmond wants to hear from its residents in order to better serve the community.

Fact: City Council meetings are held the second and fourth Tuesday of each month at 6:30 p.m. at the City Council Chambers. These that are open to the public and can also be accessed through an online live stream.

Fact: A newsletter is sent out to 9,000 resident subscribers every two months, updating them on city issues and asking for feedback.

Fact: The City of Redmond is active on Facebook and Twitter and encourages discussion and feedback on these platforms.

Fact: Every year the City of Redmond encourages students to participate in the “If I Were Mayor... I would” contest. This allows students to share their creative ideas about what they would do if they were mayor in a poster, essay, or digital piece for a chance to win prizes.

## Objective

To increase awareness among high school students and their parents that the City of Redmond's government is invested in the lives of their community members. This will be achieved by conducting intercept surveys before any tactics are introduced and quarterly throughout one year with our goal being an increase of five percent of positive responses.

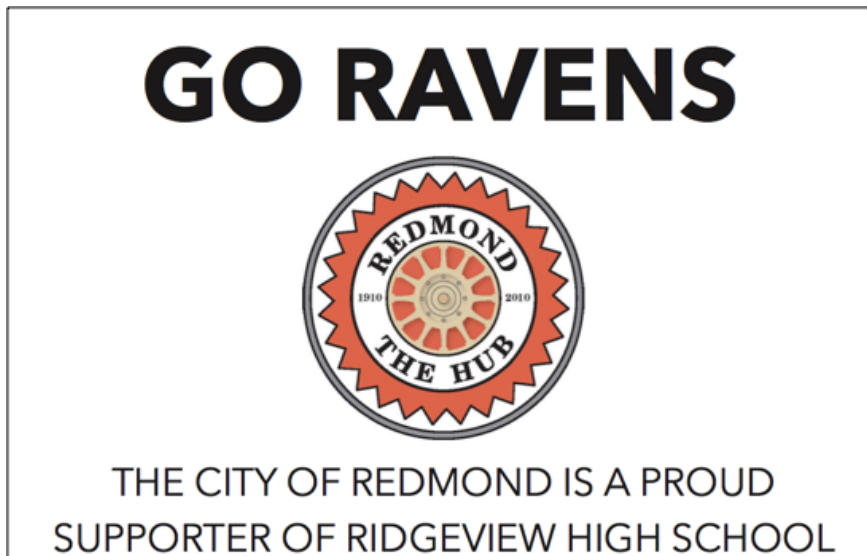
## Strategy One: Establishing Relationships

Form relationships with local high schools in order to get high school students involved in their local government.

### Tactics

- Have the mayor and members of the city council visit classrooms and clubs (e.g., FFA, student council) in order to get students involved.
- Plan a trip for high school students to come to city hall. This will allow the students to experience first hand what goes on in the city and speak to representatives in order to learn about their local government.
- Partner with high schools to sponsor athletic teams (e.g., football and wrestling) and fund special events for these teams such as nationals and other championships.
- Host a city council meeting at the high schools during lunch. This will allow students to see what happens at these meetings and get involved by asking their own questions and bringing up issues that are important to them.

Figure 6: Sample promotional material for athletic events



## **Strategy Two: Partnerships with Local Organizations**

Foster community relationships through partnerships with local organizations.

### **Tactics**

- Get involved with existing C.R.O.P events at Smudgie Goose Farm. Sponsor these family friendly events and have representatives from the City of Redmond participate.
- Have a representative from the City of Redmond at a booth at high school sporting events (e.g., football and wrestling) in order to show their interest in the community and engage students and their families.
- Partner with Boys & Girls Club of America. Have members of the city council visit the club to speak about their jobs and answer any questions the kids might have.

## **Strategy Three: Social Media**

Utilize social media in order to reach families and their children.

### **Tactics**

- Follow relevant organizations in target population (e.g., high schools and student groups) on Facebook and Twitter.
- Engage with local residents, organizations, local media, and high schools by continuing to post relevant city information.
- Post about Redmond residents using the hashtag #FacesofRedmond. This will show the community members how diverse and unique the population is. This is also a great opportunity to show city council members at events or during everyday life.
- Post about classroom visits, tours of city hall, and other events where the city is engaging with the community and tag students groups and high schools. Utilize social media promotion posts to target specific community members.



## Social Media Prototype

Figure 7: Sample Instagram posts



## Implementation: Budget

<b>Printing:</b>	
Flyers - 2,000 half page full color	\$580
Banner (for events & athletics) (3)	\$200
<b>Other:</b>	
Sponsorships	\$1,000
Gas	\$50
Buses to city hall	\$350
Social media promoted posts	\$200
<b>Total:</b>	<b>\$2,380</b>

## Implementation: Timeline

<p style="text-align: center;"><b>January 2016</b></p> <ul style="list-style-type: none"> <li>• Intercept Survey</li> <li>• Engage with Students</li> <li>• Parent Relationships</li> <li>• Social Media</li> </ul>	<p style="text-align: center;"><b>February 2016</b></p> <ul style="list-style-type: none"> <li>• Engage with Students</li> <li>• Parent Relationships</li> <li>• Social Media</li> </ul>	<p style="text-align: center;"><b>March 2016</b></p> <ul style="list-style-type: none"> <li>• Engage with Students</li> <li>• Parent Relationships</li> <li>• Social Media</li> <li>• Student City Council Meeting</li> </ul>
<p style="text-align: center;"><b>April 2016</b></p> <ul style="list-style-type: none"> <li>- Follow-up Surveys</li> <li>- Engage with Students</li> <li>- Parent Relationships</li> <li>- Social Media</li> </ul>	<p style="text-align: center;"><b>May 2016</b></p> <ul style="list-style-type: none"> <li>• Engage with Students</li> <li>• Parent Relationships</li> <li>• Social Media</li> </ul>	<p style="text-align: center;"><b>June 2016</b></p> <ul style="list-style-type: none"> <li>• Engage with Students</li> <li>• Parent Relationships</li> <li>• Social Media</li> </ul>
<p style="text-align: center;"><b>July 2016</b></p> <ul style="list-style-type: none"> <li>• Follow-up Surveys</li> <li>• Engage with Students</li> <li>• Parent Relationships</li> <li>• Social Media</li> </ul>	<p style="text-align: center;"><b>August 2016</b></p> <ul style="list-style-type: none"> <li>• Engage with Students</li> <li>• Parent Relationships</li> <li>• Social Media</li> </ul>	<p style="text-align: center;"><b>September 2016</b></p> <ul style="list-style-type: none"> <li>• Table at football games</li> <li>• Connect with student leaders</li> <li>• Engage with Students</li> <li>• Parent Relationships</li> <li>• Social Media</li> </ul>
<p style="text-align: center;"><b>October 2016</b></p> <ul style="list-style-type: none"> <li>• Table at football games</li> <li>• Follow-up Surveys</li> <li>• Engage with Students</li> <li>• Parent Relationships</li> <li>• Social Media</li> </ul>	<p style="text-align: center;"><b>November 2016</b></p> <ul style="list-style-type: none"> <li>• Engage with Students</li> <li>• Parent Relationships</li> <li>• Social Media</li> <li>• Student City Council Meeting</li> </ul>	<p style="text-align: center;"><b>December 2016</b></p> <ul style="list-style-type: none"> <li>• Final Survey</li> <li>• Engage with Students</li> <li>• Parent Relationships</li> <li>• Social Media</li> </ul>

## Timeline Key

**Intercept Surveys:** Conduct preliminary intercept survey to gauge how residents feel about their city government and its commitment to its residents.

**Follow-up Surveys:** Conduct follow-up intercept survey to gauge how residents are feeling about their city government and its commitment to its residents.

**Final Survey:** Conduct final intercept survey to gauge how residents feel about their city government and its commitment to its residents with a hope that positive responses have increased by five percent.

**Engage with Students:** Engage with high school students once a month by having a member of the city government (e.g., mayor, city council member) attend school event or club meeting, visit a classroom, or give a tour of city hall.

**Parent Relationships:** Develop relationships with parents by having a presence at events where the community comes together (e.g., football games, wrestling matches, outdoor events, agricultural events).

### Social Media:

- Follow and engage with community organizations, schools and local business
- Use #FacesofRedmond in weekly posts
- Post about events that city representatives are attending

**Table at football games:** Get city council members interacting with parents and students.

**Connect with student leaders:** Have members of city council meet with high school student leaders for an info session at the beginning of the school year.

**Student City Council Meeting:** Host a city council meeting at the high schools during lunch. This will allow students to see what happens at these meetings, get involved by asking their own questions, and bring up issues that are important to them.

## **Implementation: People Involved**

### **1) City Manager**

- Manage public relations campaign budget
- Manage and maintain partnerships with farms and high schools

### **2) Social Media Intern**

- Follow relevant organizations (high schools, student clubs etc.)
- Continue to post relevant city information
- Engage with relevant organizations
- Advertise city events
- Post with #FacesOfRedmond once a week
- Work with government employees and attend events to gather content for posts

### **3) Public Information Officer**

- Organize tours of city hall for high school students
- Partner with high schools to sponsor athletic teams
- Plan offsite city council meetings
- Develop partnerships with local farms to put on community events
- Manage social media intern
- Government Employees (council Members, mayor, committee members)
- Manage promoted post budget
- Visit high schools and student clubs monthly to engage with students
- Attend off-site city council meetings

## Evaluation

We plan on evaluating the success of this plan by conducting five intercept surveys among Redmond locals in frequently visited areas around the city such as grocery stores, high schools, local parks, and sporting events. These intercept surveys will allow us to measure an increase in awareness of the local Redmond government among residents.

We plan to talk with 25 people each time we conduct these intercept surveys. These intercept surveys will consist of the same questions that will be asked to residents of many different ages, ethnicities, and socioeconomic groups. Reaching out to such a large, diverse amount of people will allow us to gauge who is being reached by our tactics and the effectiveness of our tactics.

These intercept surveys will allow us to compile a large amount of data, both qualitative and quantitative, that will give us the insight we need to determine what steps need to be taken next. After each survey we will either move forward with our plan or make necessary changes or adjustments based off the responses. This data will allow us to determine whether or not we reached our goal of increased awareness by five percent by the end of the year.

## Report Six: LES is More

***“To increase involvement of City of Redmond citizens, especially among the growing Hispanic population...”***



### **Situation Analysis**

With a citizen count of approximately 27,000 people, the City of Redmond has a predominantly white population, with 83% identifying as Caucasian, while there is a growing population of approximately 12.5% who identify as either Latino or Hispanic. With an increasing Hispanic population, it is crucial to keep in mind the opinions and needs of the only other major ethnic demographic in the town.

There has been a lack of involvement from residents in city meetings and elections. To increase participation from residents, City of Redmond board members and councilors should consider alternatives to the committees and boards currently in place now. If the city would like feedback on city planning and initiatives that are to better meet the needs of the residents and solve current issues within the community, then new steps need to be taken to include residents who may have, until this point, felt excluded.

### **SWOT Analysis**

#### **Strengths**

- Existing social media sites to share Redmond events & opportunities
- Available jobs & town happenings posted on social
- Number of people that come through Roberts Field airport each month provides sustainable jobs

#### **Weaknesses**

- Low interaction from residents on social media accounts
- Lack of resident involvement in city planning & initiatives
- Low availability of jobs within the city
- High housing costs
- Low paying jobs
- Loitering around public buildings

#### **Opportunities**

- Form Equity & Inclusion Committee to gain insights & opinions from varying demographics
- Receive valuable feedback over social media
- Increase interpersonal and digital communication

## Threats

- Residents moving to neighboring cities because of: Lack of jobs and affordable housing
- Upcoming 22 day closure of Roberts Field airport: Leads to compensated wages for misplaced workers & economical dropout from lack of business from travelers

## Target Publics and Stakeholders

### Primary

#### 1) Citizens of Redmond

The citizens of Redmond are the ones directly affected by local government decisions, and are the target of this public relations work, more specifically the Hispanic population. Without the citizens of Redmond, there would not be anyone to engage with.

#### 2) Redmond Public Officials

Elected and appointed officials are primary stakeholders because these people are the face of local government. Communication between citizens and local officials must be open, as government leaders are the ones with the power to influence and inspire.

### Secondary

#### 3) Neighboring Cities

Neighboring city governments could be contacted in order to gain information about how to better the city and how to engage citizens. Due to the nature of a small town, it will be important to create partnerships with surrounding communities in order to reach a large audience.

## Key Messages

#### 1) Redmond local government needs the input of community members in order to better serve citizens.

- With the lack of diversity on the city council, there are a limited amount of opinions taken into account
- City officials can't make educated decisions without hearing directly from the public

#### 2) The City of Redmond aims to increase diversity within elected and appointed officials, in order to best represent all members of the community.

- There is no racial diversity represented on the Redmond City Council
- Future communication with public will be bilingual whenever possible
- Minorities may not feel comfortable speaking freely to someone they don't relate to

## Objective

To increase involvement of City of Redmond citizens, especially among the growing Hispanic population, ages young adult to elderly, by 10% within 12 months, measured by involvement in elections, attendance at meetings with inclusion committee, as well as number of social media interactions.

## Strategy One: Social Media

Social Media: Update and enhance pre-existing social media accounts.

### Tactics

- Enhance existing social media profiles with new photos, bios, and fresh content
  - Twitter: Post visual content to increase followers and interactions with citizens
  - Utilize hashtag: #RedmondCares
  - Facebook: Large age range present, helps foster two-way communication with residents
- Limit the sharing of posts between sites, this leads followers away from your site and clogs up the timeline
- To generate a larger following on social media, host an outreach event in a public gathering space, where Facebook users are encouraged to “like” and “follow” the newly revamped social media accounts as an incentive
- Ensure that all important social media posts are available in Spanish as well to reach the target market, and a larger audience as a whole
- Utilize as many images as possible in order to make content understandable to many audiences

## Twitter Post Prototypes

Figure 8: Sample posts for Twitter

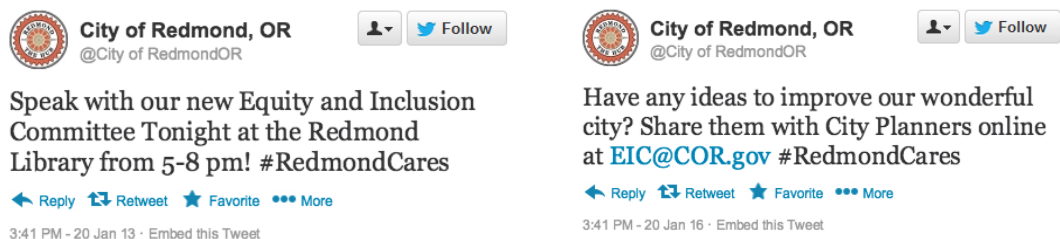




Figure 8: Sample posts for Twitter



## Strategy Two: Community Outreach

Diverse Community Outreach: Create programs focused on demographics with low involvement, to foster interpersonal relationships between underrepresented citizens and local government.

### Tactics

#### Media Relations

Introduce a new Equity & Inclusion Committee that meets with key opinion leaders, with a focus on demographics that you would like to see more involvement from, to foster interpersonal relationships.

#### Equity & Inclusion Committee

**Who?** This committee will be comprised of citizens who identify with a minority group, or care about diversity efforts within the City of Redmond.

**What?** A committee concerned and passionate about diversity and welfare of underrepresented groups.

**Where?** Meeting locations to change monthly, in order to heighten accessibility.

**When?** Open forums once a month, and committee-wide meetings bi-weekly.

**Why?** Increase diverse opinions within local government, in hopes of more inclusive city planning.

- Attending local meetings at churches, and other places where minority groups congregate, will be key in finding applicants from underrepresented groups
- Due to the conservative nature of the community we are working with, it is key to present the creation of this new committee to the public strategically

- Utilizing bilingual marketing materials is a must. Placing fliers in Spanish and English in Hispanic communities will ensure they feel welcomed to attend
- Upon selection of the committee members, hold an open forum meeting with the members in order to answer questions with general community members
- This forum creates an open line of communication between citizens and the committee from the beginning, and fosters a more trusting relationship

## Community Outreach Prototype

Figure 9: Sample posters for bilingual marketing materials



## Implementation: Budget

Monthly Budget	
Travel Expenses:	\$300
Space Reservation:	\$100
Events & Outreach Materials	\$500
<b>Total:</b>	<b>\$800</b>

## Implementation: Timeline

Focusing outreach between August and November is important as elections are in November and residents should be both aware and informed of current ballot measures and candidates.

### January-December

Continual social media posts to keep residents engaged and informed.

### January-February

Formation of Equity & Inclusion Committee. Marketing materials placed around town. Discussion topics and potential locations brainstormed.

### March

First Equity & Inclusion Committee meeting. Followed by another two weeks later.

### Every month following

Bi-weekly Equity & Inclusion Committee meetings & open forums.

## Implementation: People Involved

### 1) Social Media Coordinator or Marketing Intern

Generates engaging and relevant posts on social media, this person is preferably bilingual, to reach our target audience.

### 2) Outreach Coordinators

Small group of various city officials who will visit popular local locations to meet with the public. These officials will receive feedback and plan events to initiate interaction.

### **3) Equity & Inclusion Committee**

Consists of members who want to represent their communities at large.

### **Evaluation**

The objective of increased resident involvement can be evaluated through attendance at city events and Equity & Inclusion Committee meetings, as well participation in city elections, and social media statistics such as increased number of followers.

## Report Seven: Volant Agency

***“To ensure that at least 25 percent of Latino residents feel more integrated into the Redmond community...”***



### **Abstract**

A plan to ensure that Latino residents feel more integrated into the Redmond community.

### **Situation Analysis**

Out of approximately 28,000 residents in Redmond, those who identify as “Hispanic” or “Latino” make up 12% of the total population. The City of Redmond now faces the challenge of creating incentive among the Latino community to participate in civil decisions and city events. The City of Redmond strives to create a welcoming and cohesive community for all its residents; however, there has been a noticeable lack of participation among the Latino population.

In an article in The Bulletin, Ignacia and Rogelio Hidalgo and their two young boys experienced trouble fitting in with the predominantly white community after moving to Redmond two years ago. Ignacia stated, “If you don’t trust the organizations, if you don’t trust other people, if you don’t trust your community, you feel isolated.” Ruth Zambrana, a women’s studies professor at the University of Maryland and director of its Consortium on Race, Gender and Ethnicity, also weighed in on the problem stating that “the greatest issue the Latino and Mexican immigrants in particular face is the lack of welcoming from a society which then pushes them not to interact” (Bannow and Brennecke 2014). The Latino community continues to grow and is expected to increase in the United States by 188 percent by 2050. The City of Redmond has an opportunity to change the perception of its Latino residents by creating a more welcoming and inclusive, family-focused community.

### **SWOT Analysis**

#### **Strengths**

- Established family and retirement community
- Strong religious communities

- Growing Latino population
- Strong existing partnerships

### **Weaknesses**

- Low involvement from Latino community
- Lack of Latino representation on city council
- Language barriers

### **Opportunities**

- Inspire more civic involvement
- Learn more about the needs of the community
- Grow social media presence and involvement
- More attendance at city meetings
- Foster more Spanish translations

### **Threats**

- Further isolate the Hispanic/Latino community
- Complications of legal status/citizenship
- Risk of tokenizing or over-simplifying the needs of the community
- Potential negative reactions from non-Latino residents

## **Key Publics and Stakeholders**

### **Primary**

Hispanic/Latino community

### **Secondary**

Official City of Redmond Community Partners, Latino Community Association (LCA), Redmond School District, Central Oregon Community College and Redmond churches.

## **Key Messages**

**The City of Redmond strives to recognize and celebrate the values of the Latino community, and aims to include their unique concerns in order to advocate for the well-being of all residents.**

Fact: Out of approximately 28,000 residents in Redmond, those who identify as Hispanic or Latino make up 12% of the total population (Bannow and Brennecke 2014).

Fact: Of the families the LCA serves in Central Oregon, 82% do not have health insurance (Bannow and Brennecke 2014).

Fact: Of the families the LCA serves in Central Oregon, 36% make between \$10,000 and \$20,000 annually, 19% make less than \$10,000 and 22% do not work. Less than two percent make more than \$40,000 a year (Bannow and Brennecke 2014).

## **Objective**

To ensure that at least 25% of Latino residents feel more integrated into the Redmond community over the course of six months as measured by pre- and post-intercept surveys.

## **Strategy One: Strategic Partnerships**

### **Tactics**

#### **1) Volunteer Parent Liaisons to the School District**

The purpose of this tactic is to appoint Latino parent liaisons to work with the school district on communicating issues that relate to Latino students. The city will look to enlist a Redmond School Board member or Parent Teacher Association member to act as a parent liaison. He or she would attend public board meetings as well as hold leadership and speaking roles in regular parent and community discussions.

#### **2) Volunteer Liaisons to the Latino Community Association**

The city will partner with the Latino Community Association (LCA) to be more actively involved in the discussion and events within the Latino community. The LCA liaison will regularly visit local churches and attend monthly neighborhood meetings in highly populated Latino areas to act as a bridge that connects Latino residents to their city government and community. The LCA is a very successful organization in leading the Latino community and understanding their culture, language, and values. This partnership would be a great asset to the city.

In an interview with Hugo Nicolas, City Youth Counselor for Keizer, Oregon, he says partnering with nonprofit organizations is the best way to understand the needs of the Latino community. He states that many Latino families lack trust in government, especially undocumented individuals who fear getting deported. However, they are more likely to feel comfortable with nonprofits, and numerous city governments have experienced success when they partner with these organizations that are already doing the same work.

## **Strategy Two: Community Outreach**

### **Tactics**

#### **1) Programs**

##### **Parent Network of Redmond (Red de Padres de Redmond):**

This will serve as a Latino parent outreach program. The basis of the program is utilizing currently active Hispanic/Latino parents to reach

out to other Hispanic/Latino parents to make them feel welcome and hold discussions on issues that affect their children.

In an interview with University of Oregon student Romario Garcia Bautista, who is involved in Movimiento Estudiantil Chicano de Aztlán (MEChA), he states that Latino parents are hesitant to go to parent meetings because of language barriers and lack of diversity at the meetings. In MEChA, students volunteer weekly at K-12 schools in Eugene to hold discussions with students and parents on Latino issues. He says parents come out and want to meet the UO students because “it’s important to see someone who looks like you. If you don’t, your subconscious says that it’s just not right for you.”

Similarly, Hugo Nicolas states Latino parents consider questions such as “Will the meetings be in Spanish?” and “Will there be other Latino families there?” By creating this program, Latino parents can have consistent contact people they can follow-up with and feel comfortable talking to.

According to the National Parent Teacher Association (PTA), “in many Latin American countries, it is considered rude for a parent to intrude into the life of the school.” However, they also point out that research shows “a direct link between parent involvement and student achievement...regardless of race, religion, or socioeconomic status” (Martinez and Perez).

### **Welcoming Neighbors Program (Vecinos Acogedores):**

The purpose of this program is to welcome new Latino/Hispanic neighbors into their geographical communities. The aim is to create a sense of community on a neighbor-to-neighbor basis and introduce the new neighbors to the community right when they arrive to prevent a disconnect later on that will be harder to bridge. In this program, neighborhood leaders of the 11 different neighborhoods would host social gatherings at their homes with new and current neighbors. These gatherings would involve food and beverages such as potlucks, coffee and donuts, or Mexican food in order to attract attendees.

Both Nicolas and Garcia Bautista state that incentives such as food, especially Mexican food, is sometimes the only way to attract Latino families because their main focus is on work. In addition, information packets including neighbors’ contact addresses and upcoming events that can be brought home and shared.

### **Festival of Cultures:**

This event will help build even stronger relationships with a large range of demographics found in the community. A city council member or manager united with the LCA and volunteer parent liaisons will set up a



cultural booth during the festival to invite open conversation of all attendees. By meeting the primary audience in an environment where they are more likely to feel comfortable, the opportunity to discuss and understand matters of interest will increase. The symmetric exchange of information can help to spark more trust and a greater shift in attitude not only among the Latino community but also Redmond as a whole.

### **Back-to-School Events:**

Visiting events like Back-to-School or Parent-Teacher night throughout the Redmond School District is another method of meeting Latino families where they already will be. In an educational setting where the topic of discussion is children's futures, the platform to receive productive feedback will be at an all-time high. The LCA and volunteer parent liaisons can assist in fostering dialog that relates to Latino community's concerns to better advocate for the well-being of all residents of Redmond.

Redmond should continue to scan for similar events in which Latino families will be in attendance so they can meet them where they are at and have interpersonal communication with them. Events from the Latino Community Association such as the Empowering Families Luncheon and the Gala de Oro should be of high priority.

## **Strategy Three: Digital Media**

### **Tactics**

#### **Implement Website Translation Plug-In**

By installing a website translation plug-in, such as the free plug-in by Google, Latino residents with language barriers can fully understand the information published online by the city. By providing Spanish translations, the Latino presence in Redmond is being acknowledged, represented, and included.

#### **Post Facebook Updates in Both English and Spanish**

Similar to the tactic above, by providing Facebook updates in both English and Spanish, the City of Redmond can engage Latino residents who may only speak Spanish. This can increase the number of people who follow their Facebook page.

According to Nicolas and Garcia Bautista, language barriers are the main disconnect from bridging the gap with the Latino community. Nicolas says that his parents throw away any materials not in Spanish. It is important that all organizational media from the city is accessible to Latino residents.

## Implementation: Budget

Welcoming Neighbors Gift Baskets	\$1200
Printing for Reference Guides (from Next Day Flyers)	\$300
Food & beverage at Welcoming Neighbors Program (\$50 for every monthly gathering for 6 months)	\$300
Redmond Parent Network Budget	\$350
Redmond Merchandise at Booths	\$1000
Tabling Fees	\$330
Translation Services	\$120
<b>Total Budget Costs</b>	<b>\$3600</b>

## Implementation: Timeline

### March:

**March 28-April 1:** Conduct pre-intercept surveys at neighborhood grocery stores.

### April:

Introduce Welcoming Neighbors program at the first city meeting of the month. Identify volunteers in each neighborhood who would be willing to reach out to new neighbors and hold gatherings in their homes. Identify one city councilor to oversee the program.

First city meeting of the month; make available applications and seek out potential applicants for liaisons for the LCA and school district.

**April 22:** Finalize flyers and order prints.

**April 25-29:** Have Welcoming Neighbors program volunteers established.

### May:

**Throughout May:** Introduce the Latino Parent Outreach program at parent meetings to identify initial individuals to spearhead the program.

**May 16:** Close applications for liaisons for LCA and school district.

**May 20:** Establish liaisons for LCA and school district.

**May 23-27:** Follow-up with leaders of Welcoming Neighbors program for feedback and reimbursements.

## **June:**

**June 8:** Hold first Latino Parent Outreach meetings throughout schools in the district with volunteers to create a plan for the summer.

**June 27-July 1:** Follow-up with leaders of Welcoming Neighbors program for feedback and reimbursements.

## **July:**

**July 6:** Hold second Latino Parent Outreach meetings to reach out to parents to prepare for the start of the school year.

**July 25-29:** Follow-up with leaders of Welcoming Neighbors program for feedback and reimbursements.

## **August:**

**Throughout August:** City officials will attend back-to-school events.

**Aug. 3:** Hold 3rd Latino Parent Outreach meeting with new participants.

**Aug. 29-Sept. 2:** Follow-up with leaders of Welcoming Neighbors program for feedback and reimbursements.

## **September:**

**September 7:** Hold 4th Latino Parent Outreach meeting with new participants.

**September 10:** Attend Festival of Cultures.

**September 25-30:** Follow-up with leaders of Welcoming Neighbors program for feedback and reimbursements.

**September 25-30:** Conduct post-intercept surveys at neighborhood grocery stores.

## **Implementation: People Involved**

### **1) Mayor: George Endicott and City Council Members**

Attend events like the Festival of Cultures and back-to-school events to show that the city cares about the community and to put a face to government.

### **2) City Manager: Keith Witcosky**

Spearhead the Welcoming Neighbors program by seeking leaders in different neighborhoods of Redmond.

### **3) Community Development Director: Heather Richards**

Act as the contact person for LCA liaison and Redmond School District liaison.

### **4) Communications Manager: Heather Cassaro**

Develop content on Facebook and printed materials that will be eventually translated.

### **5) Liaison to the LCA**

Serve as the liaison between the local government and the LCA.

### **6) Liaison to the Redmond School District**

Serve as the liaison between the Latino Parent Outreach program, the Redmond School District, and the city government.

## **Evaluation**

Success will be evaluated by pre- and post-intercept surveys at neighborhood grocery stores. The first survey will determine the current perspectives, concerns, and levels of inclusion felt by Latino residents living in Redmond, but will be broad enough for any resident to answer to avoid profiling or making individuals feel uncomfortable. The bilingual survey will include the question of whether the participant is Hispanic/Latino. The same survey will be conducted after the plan has been implemented. Comparing these two surveys will determine the success and effectiveness of the plan in shifting attitude among Latino residents to feel welcome and included in the Redmond community. Also, counting the number of Latino attendees and participants at the newly implemented community events and programs will be a second method used to measure the successfulness of the plan.

By conducting surveys, researchers have found that parent participation in school-sponsored activities had increased by 30%, and that non-English speaking parents felt more connected to the school. These initiatives were successful because they were novel, sustainable, involved the community, and met the needs of all students (Australian Department of Education).

## **Report Eight: Centro Communications**

***“To raise awareness of Redmond city legislation among Hispanic citizens within the Redmond city limits...”***

***“To change the attitudes of 200 Redmond millennial citizens...”***

***“To create awareness among 200 Redmond citizens with city officials...”***

**CENTRO**  
**COMMUNICATIONS**

### **Opportunity or Challenge**

The City of Redmond has experienced a lack of involvement from its residents with city legislation and community events. The local community members who are already involved with the city council are predominantly older retirees. Demographic information, as gathered from the City of Redmond official website, includes: The City of Redmond has seen robust population and household growth over the last decade, although the pace of growth has slowed sharply in the last several years. Since 2000, the number of households in the city has grown at an average annual rate of 5.3%. Redmond grew from 12% of county residents in 2000 to 17% in 2012. Approximately 52% of the residents of Redmond moved here in the past 10 years, and 8,000 new households are projected over 20-years (Demographic Trends). The demographic profile of the city includes a relatively high percentage of families, with household sizes in the area actually increasing since 2000, contrary to national and state trends. The average household size in the city is estimated at 2.61 in 2012 and families accounting for 68% of the all households.

According to Suburban Stats, Redmond has a total population of 26,215 people and 89 percent of that population is white (suburbanstats.org). There is a total of 12,096 white females out of 13,556 females who live in Redmond. A little over half of the population is female. The median age of males and females in Redmond is 33 years old. Redmond has a high amount of family homes in the city limits. There is also a growing Hispanic population in Redmond. The current population is 3,275 according to Suburban Stats.

The challenges faced by the City of Redmond are the ways to effectively interact with residents regarding information that concerns the community and to convince residents to be active participants with the city and issues that matter to them. Currently the majority of city council members and meeting attendees are elderly neighbors who have lived in Redmond for many years. There is an opportunity to engage millennial citizens and Hispanic citizens because they make up significant demographics of the Redmond population.

The City of Redmond has opportunities to:

- Increase community civic engagement, either by attending city council meetings or educating residents about political actions through other means
- Engage younger residents to voice their opinions and encourage action
- Create excitement among the community regarding city events and activities

According to a citizen of Seaside, Oregon, who is actively involved in their local city council, the primary reasons for attending meetings are “to be involved and to make my opinion heard in decisions that affect where my tax money goes and to overall serve my local community.”

Given these reasons for being involved, the City of Redmond has the opportunity to raise awareness of current issues and to encourage citizens to become involved in city council.

## **Current or Emerging Issues**

The biggest issues that the City of Redmond is experiencing include:

- A lack of attendance at city council meetings, where the public is free to raise attention to any growing issues
- A low engagement among residents for attending city events and utilizing city facilities
- A growing concern and fear among current elected officials for future candidates to take over when the time comes

This issue of a lack of participation in civic affairs is not unique to Redmond, and is a growing concern in cities big and small. In the article, “America is More Small Town Than We Think” from *New Geography*, regarding how small town communities operate, “although local government consolidation and regional governance is all the rage in policy circles, most Americans seem content with a diverse, even fractured governmental structure.” Young individuals and families often do not have the time or the interest to participate in community events or campaigns so it becomes the role of elder neighbors to make the decisions. If the Redmond city council had a higher representation of younger members in the community, the decisions would be more representative of the community’s desires and opinions as a whole.

## **SWOT Analysis**

### **Strengths**

- A newly updated and easy to navigate city website
- Committees dedicated to the improvement of various issues and quality of life in the local community
- Clean and sustainable public spaces such as parks, ice rinks, city hall, etc.

### **Weaknesses**

- Lack of involvement from youth and new families
- Ineffective outreach regarding local events and elections

### **Opportunities**

- Involvement on committees, boards, and city event planning
- Community partner involvement and participation
- To hear new voices in the community (i.e. high schoolers and the emerging Hispanic demographic)

### **Threats**

- Disinterest in participation within the city limits
- Limited leadership opportunities available

**Redmond's committees make it easy to get involved and voice your opinion.**

### **Committees include:**

- Airport Commission
- Budget Committee
- Downtown Urban Renewal Advisory Committee (DURAC)
- Historic Landmarks Commission
- Hunt for History
- Juniper Golf Commission
- Parks Commission
- Redmond Bicycle and Pedestrian Advisory Committee (BPAC)
- 15th St. Multi-Use Demonstration Project
- Redmond Committee for Art in Public Places (RCAPP)
- Redmond Development Commission (RDC)
- Redmond Urban Area Planning Commission (RUPAC)

## Key Publics and Stakeholders

Redmond's biggest opportunity is to raise awareness about the city and city events among the primary audiences and to call for action among citizens already involved. The primary and secondary audiences are:

### Primary

#### 1) Millennials

#### 2) Ethnic minorities, mainly the Hispanic population

- Create awareness of city services and create a sense of pride

### Secondary

#### 3) Citizens already involved in city events

- Take action: Assist in tactics to aid in raising awareness

The primary audience of this campaign includes the millennial population as well as the growing Hispanic population of Redmond. These are crucial audiences for this campaign because they are audiences that are otherwise lacking inclusion in previous efforts. By targeting millennials, Redmond can create a new generation of citizens who are excited to be a part of their city, and eventually engage with city officials and public policy. Targeting the growing Hispanic population will create a sense of inclusion among the population, breaking down language barriers and creating a desire to become involved in the city's policies.

Millennials and the Hispanic population are both not active and are unaware audiences. These two audiences are not currently engaged with the city council. The millennial population is targeted very differently than the Hispanic population, but both groups are easy to reach through various communication methods.

The secondary audience group includes citizens who are currently (or in the past) involved with the city council and city events, either by attending city council meetings or participating in previous city activities. For this audience, the campaign objective is to encourage action, rather than shift awareness as the other audiences. This audience is already interested in city legislation, so the campaign will cater to the encouragement of continuing to be involved in the future.

The other secondary audience is mothers of multi-member households, i.e. women with a family living in Redmond. The objective with this audience is to create awareness, similar to the two primary audiences, to become more involved in city events. More often than not, mothers are the family members who take their children to events, thus making them another crucial audience to target in this campaign.



## Key Message

**To align with the primary objective of this campaign, the key messages focus on creating awareness among the public of Redmond on how they think about their city and city officials.**

- The millennial population of Redmond should have a sense of pride for their City of Redmond, and that knowing more about their city's legislation is something to be taken seriously.
- The Hispanic population of Redmond should feel a sense of inclusion among the general public of Redmond, and feel encouraged to participate in city legislation and events.

According to census.org, 27% of Redmond's population is under the age of 18 (United States Census Bureau 2015). Targeting those who are between the ages of 15-25 is a wide range of citizens who are otherwise uninvolved with their city. By creating excitement for Redmond with this audience, we will be effecting a great portion of the city. Many citizens in this age range are not currently aware of city legislation. By raising awareness and creating a sense of pride among this audience, Redmond city officials can engage among their younger citizens. In 2010, the Hispanic population made up 12.5% of Redmond's population, but the population is steadily growing. By raising awareness among this population, Redmond city officials will gain a new perspective and insight from a population that otherwise is lacking inclusion. Many members in this demographic primarily speak Spanish. With all official city announcements being written and sent in English, this creates a disconnect among the two groups. By providing information in Spanish, this alone will increase awareness among this population.

The citizens who are currently, or who have previously, been involved with city legislation and events need encouragement to continue to do so moving forward. Creating more awareness among this audience is crucial for retention and future action. The involved citizens already know and understand the logistics of city legislation, by encouraging them to continue to be involved, and involve those around them, will further increase numbers involved.

## Objective One

To raise awareness of Redmond city legislation among Hispanic citizens within the Redmond city limits by 20% by January 2017 measured by website clicks and visits.

## Strategy

Create materials, such as infographics and fliers, to connect with and educate Redmond Hispanic citizens.

## Tactics

- Create an Instagram account for the City of Redmond to launch an Instagram competition to engage millennials living within the city limits. Promote to students in the local schools and millennials at businesses to use the hashtag #OurRedmond. The contest is to instagram oneself doing an activity in Redmond outside or at local businesses during the different seasons of the year. During each season the city manager will choose 10 winners of the contest, who will receive a gift card from a local business and their photo featured on the Redmond Airport screen monitors
- Create a geotag on Snapchat for Redmond and different outdoor attractions around the city limits to differentiate Redmond from surrounding areas in Central Oregon. According to Keegan Morgan at Martin-Wilbourn Partners, Snapchat is the third most used social media application among millennials (Morgan 2014). Millennials like to tag their locations on social media, according to Tai Tran, contributor on LinkedIn. Geotags can let other social media users know where their friends are and differentiate those places in Redmond

## Infographic Prototype

Infographic, in both English and Spanish, regarding information on city committees, directing to Redmond's website and social media handles (see Figure 10). The purpose of the infographic is to inform citizens of the various committees and committees available for citizens to be a part of and to create excitement about joining city council.<sup>1</sup>

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<sup>1</sup>City Councilors are elected at large for four year terms

Figure 10: Sample infographics for bilingual marketing materials



## Objective Two

To change the attitudes of 200 Redmond millennial citizens by creating an innovative program to increase pride of the city by January 2017, with four check-points, measured by the number of hashtag shares on Instagram.

## Strategy

Connect with Redmond millennial citizens on social media to spread Redmond pride and awareness of the city's activities.

## Tactics

- Create an Instagram account for the City of Redmond to launch an Instagram competition to engage millennials living within the city limits. Promote to students in the local schools and millennials at businesses to use the hashtag #OurRedmond. The contest is to instagram oneself doing an activity in Redmond outside or at local businesses during the different seasons of the year. During each season the city manager will choose 10 winners of the contest, who will receive a gift card from a local business and their photo featured on the Redmond Airport screen monitors.

- Create a geotag on Snapchat for Redmond and different outdoor attractions around the city limits to differentiate Redmond from surrounding areas in Central Oregon. According to Keegan Morgan at Martin-Wilbourn Partners, Snapchat is the third most used social media application among millennials. Millennials like to tag their locations on social media, according to Tai Tran, contributor on LinkedIn. Geotags can let other social media users know where their friends are and differentiate those places in Redmond (Tran 2015).

### Objective Three

To create awareness among 200 Redmond citizens with city officials by the January 2017 measured by event attendance.

#### Strategy

Engage millennials and Hispanic citizens to get to know city officials by hosting events to make them aware of city issues and legislation.

#### Tactics

- Coordinate two brewery crawls in downtown Redmond to promote the microbreweries in town and the new downtown area. The micro-breweries would be paired with business spaces and city officials to create an open atmosphere to connect with locals about city issues. City officials can share information about upcoming meetings and use the comfortable atmosphere to get to know what the citizens want from their local government.
- Set up a table at the Deschutes County Fair. This table will be decorated and have multiple shifts of city council members at the fair. Two will be at the table and three will walk around by the table to engage people at the fair. At the table there will be materials with information regarding city council issues and city council members will have the chance to meet people and interact with citizens of Redmond.

### Implementation: Budget

#### Objective One

<b>Infographics</b>	
11 x 17" posters (x100)	\$30
Fliers (x100)	\$80
Additional printing	\$40
<b>Total:</b>	<b>\$485</b>

## Objective Two

### Snapchat Geotag

There is no budget for either social media tactic. Creating a geotag for Snapchat is free and using the hashtag is also free.

**TOTAL: \$0**

### Instagram competition

To display the photos from the competition at the airport, there will have to be communication with the airport committee. There should be no cost to put the photos on the monitors in the airport.

**TOTAL: \$0**

## Objective Three

### Brewery Crawl One Month Budget

Tablecloth	\$20
Nametags (x100)	\$35
Promotional fliers	\$80
Additional printing	\$40
<b>Total:</b>	<b>\$155</b>

## **Implementation: Timeline**

### **Objective One Timeline:**

#### **Infographic**

##### **December 15-31, 2015:**

- Create and edit infographic design and information
- Determine the best locations to distribute infographics for the year

##### **July 1-5, 2016:**

- Evaluate distribution sites and change locations

##### **January 1, 2016-January 1, 2017:**

- Distribute infographics to locations and replenish materials or update information with changes

#### **Postcard**

##### **February 15-31, 2015:**

- Create and edit postcard design and information.
- Determine the addresses to distribute postcards

##### **March 5:**

- Mail out postcards to addresses with Hispanic citizens

### **Objective Two Timeline:**

#### **Instagram competitions**

##### **Winter: December 20-January 5, 2016:**

- Announce winners on January 6, 2016
- Winning photos displayed February 1–March 31

##### **Spring: April 1-April 15, 2016:**

- Announce winners on April 16, 2016
- Winning photos displayed May 1-June 31

##### **Summer: July 1-July 15, 2016:**

- Announce winners on July 17, 2016
- Winning photos displayed August 1–September 31

## **Snapchat Geotag**

### **January 15, 2016-December 31, 2016:**

- Release Geotags to smartphone users in the Redmond city limits

### **January 1, 2017:**

- Introduce new Geotag designs

## **Objective Three Timeline:**

### **Brewery crawls**

#### **January 5-31, 2016:**

- Contact businesses in the downtown area to sponsor spaces for the event. Once approval is granted from businesses, contact local microbreweries to work to pair with each location

#### **February 1-March 1, 2016:**

- Publicize event to community

#### **March 2, 2016:**

- Brewery crawl starts at 6 pm and goes until 9 pm
- The second date of the brewery crawl will be September 15, 2016

### **Deschutes County Fair**

#### **July 29, 2016**

- Meet with all members volunteering for the fair and go over expectations and goals of the event

#### **August 3-August 5, 2016:**

- Days of tabling at the county fair

#### **August 9, 2016:**

- All members who attended the fair and worked at the table will have a meeting to debrief about the success of the fair

## **Implementation: People Involved**

- 1) Keith Witcosky, City Manager**
- 2) City of Redmond Communications Director**
- 3) City Council Officials (who want to be included in the “brew crawl”)**

## **Evaluation**

### **Objective One**

It is stated in the first objective to increase awareness of Redmond city legislation by 20% among minority citizens living within the Redmond city limits by January 2017. We will evaluate this by monitoring the distribution of infographics throughout the year compared to the population the locations reach. Estimating the number of citizens reached will be based on location placement of the infographics. Locations will include, but are not limited to: public schools, restaurants, grocery stores, and health centers. The success of the campaign can also be determined by comparing Hispanic citizens’ participation before the start of the campaign, January 2016 to the end of the campaign in January 2017. We can get an accurate amount of people reached with the postcards by keeping a count of the households contacted with the postcards.

### **Objective Two**

The second objective will be evaluated by the number of times the hashtag is used and shared on Instagram by users. There will be check-in points at the end of each competition to determine the success of the campaign.

### **Objective Three**

For the third objective we will evaluate the success of the campaign by recording the attendance at the events. This will be done by counting the number of attendees at each stop of the brewery crawl. We can also create a contact list attendees can fill out to contact them for future events and to get another count of attendance. At the fair the city council members will keep a contact list of Redmond citizens they talk to, or if they do not get contact information they will have a tally counter to count how many people they talk to.



## Conclusion

The City of Redmond has goals for increasing residents' awareness and involvement in city planning initiatives, as well as other happenings put on by the local government. Based on the analysis and research conducted by students in this course, the following recommendations are offered for the city's consideration:

### **Strategy: Social Media**

Tactics: "Our Redmond" photo contest, City of Redmond staff profiles, RedmondConnect community engagement portal, Facebook, Twitter and Instagram enhancement, Snapchat geotag, hashtags: #OurRedmond, #RedmondCares, #FacesofRedmond, and hiring a social media intern.

### **Strategy: Special Events**

Tactics: Parents Night Out, Family Camping 101, Festival of Cultures, Back-to-School events, farmer's market booth, virtual city council meetings, book store BBQ fundraiser, professional workshops, city council happy hour, brewery crawl, booth at Deschutes County fair, booth at high school sporting events, city hall field trips, city council meeting at high school lunch, and city presentations at local schools.

### **Strategy: Community Outreach**

Tactics: E-newsletter, programs: Parent Network of Redmond (Red de Padres de Redmond) and Welcoming Neighbors program (Vecinos Acogedores), and councilors attending city events.

### **Strategy: Media Relations**

Tactics: Partner with radio stations (101.7 KLRR, 95.7 KLTW and 100.1 KBND), CitySourced application, media kit, KTVZ News Segment: "What's up Redmond?", and offering social media internship in press releases.

### **Strategy: Marketing Materials**

Tactics: Bilingual infographics, postcards, posters, flyers, and other promotional materials.

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