Catalyzing Community Feedback and Engagement in Silverton

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J 453 Public Relations Campaign Planning

UNIVERSITY OF OREGON

SCI
Sustainable Cities Institute

SCYP
Sustainable City Year Program

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SCHOOL OF JOURNALISM AND COMMUNICATION

Acknowledgments

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About SCI

The Sustainable Cities Institute (SCI) is an applied think tank focusing on sustainability and cities through applied research, teaching, and community partnerships. We work across disciplines that match the complexity of cities to address sustainability challenges, from regional planning to building design and from enhancing engagement of diverse communities to understanding the impacts on municipal budgets from disruptive technologies and many issues in between.

SCI focuses on sustainability-based research and teaching opportunities through two primary efforts:

1. Our Sustainable City Year Program (SCYP), a massively scaled university-community partnership program that matches the resources of the University with one Oregon community each year to help advance that community's sustainability goals; and

2. Our Urbanism Next Center, which focuses on how autonomous vehicles, e-commerce, and the sharing economy will impact the form and function of cities.

In all cases, we share our expertise and experiences with scholars, policymakers, community leaders, and project partners. We further extend our impact via an annual Expert-in-Residence Program, SCI China visiting scholars program, study abroad course on redesigning cities for people on bicycle, and through our co-leadership of the Educational Partnerships for Innovation in Communities Network (EPIC-N), which is transferring SCYP to universities and communities across the globe. Our work connects student passion, 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 a partner in Oregon, in which students and faculty in courses from across the university collaborate with a public entity on sustainability and livability projects. SCYP faculty and students work in collaboration with staff from the partner agency 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 that result in on-the-ground impact and expanded conversations for a community ready to transition to a more sustainable and livable future.

About Silverton, Oregon

The first settlers came to the banks of Silver Creek, following timber and water power, in the 1800s. Silverton was incorporated in 1885. The young town was a trading and banking center of prominence and ranked among the most progressive towns of western Oregon.

By 1921, Silverton industries were producing exports for other areas and even some foreign countries. The Fischer Flour Mills on South Water Street was among the exporters. Power for the mill was obtained by damming Silver Creek at a point near the present pool, diverting water into a millrace that ran along the creek to the mill and then dumped back into the creek.

The development and opening of the Oregon Garden in the 1990s signify the success of a partnership between the Garden, a private enterprise attracting tourists to botanical displays, and the city of Silverton. The Oregon Garden's expansive wetlands area has benefited from the City's excess reclaimed water since 2000, while the community benefits from trade the Garden draws to the area. Silverton was recognized for these reuse efforts as a "Community Water Champion" by the National Water Reuse Association in 2018.

Today, approximately 10,380 residents call the city of Silverton home. In addition to the Oregon Garden, the City features a historic downtown, hospital, community pool, and access to nature activities including nearby Silver Falls State Park.

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Executive Summary

The Campaign Planning class (J453) at the University of Oregon worked with the City of Silverton to develop the following public relations (PR) plan to address the City's communication needs. The class broke into groups to come up with separate plans. The following document takes parts of each plan and combines them into one large PR plan. The PR plan's timeline is six months and costs around $4,500, representing between 140 to 255 staff hours. For the best evaluation measures, the last month of the plan should host a community event that could appeal to most citizens. Students completed their work in early March 2020, prior to knowledge about the significant impacts of COVID-19 on daily life. Engagement during and beyond the pandemic are not explicitly addressed as part of this plan but the City may choose to adapt the work to meet future outreach needs.

Introduction

As part of the partnership with the Sustainable City Year Program, the city of Silverton worked with a Public Relations Campaign Planning class (J453) at the University of Oregon School of Journalism and Communication. The City of Silverton has traditionally gathered community feedback through periodic written surveys and those responses have disproportionately reflected an older population and those who are homeowners. Silverton's government communications team is comprised of diverse city staff members who work together on communications efforts in addition to their departmental responsibilities. Currently, the City maintains a Facebook page and website, and publishes a monthly newsletter. The City is seeking creative suggestions for engaging with diverse constituencies both virtually and in person. The class collaborated with city staff to examine communications issues and develop plans to address them. Elizabeth Gray,

Assistant to City Manager/Human Resources Coordinator, met with the class and answered questions about City processes. She also forwarded City documents to the class that would help with research. The class was split into eight different groups and each group came up with a complete PR plan. PR plans consist of research and a situational analysis, defined publics, goals, implementation details and data, and evaluation measures. Most groups came up with ideas to improve survey response rates and expand social media presence; some groups also suggested ideas for creative in-person engagement. The most common target public was young adults since the 2016 Silverton Community Survey had such a comparatively small turnout from that age group.

Situational Analysis

SITUATION FACING SILVERTON

The City of Silverton has traditionally gathered feedback from community members in City Council meetings, at topic-based public engagement events, and through a paper survey. The City would like to explore opportunities to incorporate more digital engagement in order to reach more community members. According to the 2016 Silverton Community Survey results, 36% reported that City staff communicates with its citizens "well," while 19% reported they communicate "not very well" and 33% "did not know." In terms of City Council's communication with its citizens, 34% reported that City Council communicated "well," 23% reported "not very well," and 33% reported that they "did not know." Since that time, the City's Facebook and website efforts have increased.

While the survey had a 32% response rate, which is great for a physical survey, the City experiences low engagement levels from key demographics. Per the 2016 community survey, engagement is especially inadequate among younger generations, whose participation has declined in recent years. Though individuals aged 18-34 make up 28% of the entire Silverton population, only 11% of this group responded to the 2010 Silverton Community Survey and only 8% responded to the 2016 Survey

(US Census 2010). The survey did not ask for demographic information with respect to race and ethnicity or languages other than English spoken at home; the City would like to build on existing efforts for inclusive communication and track progress.

This problem could be related to younger generations' preference for providing feedback via newer technologies as opposed to hard-copy methods. Although Silverton runs a Facebook page, the account has low engagement from its 2,199 followers and could be better utilized to inform and engage the community. Additionally, the City distributes surveys through its water billing database. Considering most individuals between 18-34 years old rent rather than own housing, this could contribute to underrepresentation in survey responses. Lack of engagement and awareness among younger generations stems from Silverton City Hall's lack of tailored communication to this audience and necessary funds to create a plan to capture this age group's attention. The current situation presents an opportunity for the City to build on its traditional methods to incorporate more digital engagement, reimagine the survey structure and distribution, and think about creative City events or partnerships to increase awareness of and engagement around local government issues.

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SIGNIFICANCE AND IMPORTANCE OF THE SITUATION

This situation carries significance on multiple levels and should be considered a high priority for Silverton. First, as a City, it is important to receive feedback from a wide range of individuals in order to paint an accurate and representative picture of the main issues that its citizens prioritize. Though 39% of 2016 survey respondents reported that they felt that City staff listens to its citizens, the average survey respondent was 63 years old and 49% of respondents were between 55 and 74 years old. With this in mind, it is important to consider issues within a city from varying perspectives, as different age groups and demographics do not necessarily have similar priorities. Additionally, from a citizen's perspective, it is important to feel connected to one's community. Effective communication from the City to inform citizens and make them feel their voices have been heard can help foster this connection. Ultimately, the relationship between the City and its citizens should run two ways: the City should take varying perspectives into account when weighing priorities and tackling issues while citizens should actively voice their opinions so the City understands its residents' needs.

Background

The class collected secondary research before creating plans to understand the communication needs of Silverton. After meeting with Elizabeth Gray, the class reviewed past survey data. also utilized online resources to gather information including the City's website, social media, and other websites. One student group visited Silverton and informally interviewed two downtown businesses.

DEMOGRAPHIC SNAPSHOT

The city of Silverton is known as Oregon's Garden City. Silverton, located northeast of Salem, is part of Marion County, Oregon. According to the Census in 2010, Silverton had a population of 9,222 people (US Census 2010) while the current estimate is 10,380 (Portland State University Population Report Certified Estimate, July 1, 2019). In 2010, 92.6% of the population was white and 7.4% were Hispanic or Latino (US Census 2010). Gender is split almost equally: 53.6% of the population is female, while 46.4% are male. Silverton's annual income is $60,603; however, 11.4% of the population lie below the poverty level.

SILVERTON GOVERNMENT

The city of Silverton's government consists of a Mayor, Council President, and five Council Members. There are also boards and commissions for the City budget, environmental management, historic landmarks, planning, tourism promotion, transportation advisory, urban renewal agency, and advisory committees (Silverton City Website). Overall, the city has 56 employees among its Administration, Community Development, Finance, , Police, and Public Works departments (Silverton City Website).

SILVERTON SCHOOL DISTRICT

The City of Silverton and surrounding areas are served by the Silver Falls School District. . The system includes one high school, six middle schools, and nine elementary schools with a combined graduation rate of 90.46% (Silver Falls School District). Out of the 1080 responses in the 2016 survey, 54% of respondents said Silverton was an "excellent" place to raise children and 41% of respondents rated Silverton's education quality as "good" (2016 Silverton Community Survey). Local organizations often collaborate with schools, giving children the chance to learn outside the classroom. For example, the Oregon Garden has a natural resources education program that holds different activities based on grade ranges and children's interests.

PARKS AND RECREATION

Silverton's outdoor options are plentiful. With 86% of survey respondents saying that finding parks in Silverton was quite easy for them. However, a key issue discovered in the 2019 Parks and Recreation Survey is the small amount of organized sports available. Additionally, residents reported a lack of available field space and sports facility locations that the town has to offer. Only 52% of respondents said that finding organized sports to join was easy and 24% said that it was extremely difficult to join organized sports in and around the town. The Parks and Recreation survey also showed that 40% of respondents expressed that

the facilities and organizations offered to Silverton residents were inadequate (City of Silverton Parks and Recreation Study, Portland State University, 2019). Additionally, 85% of respondents indicated support for the construction of a new recreation facility. Citizens expressed that organized sports are one of the three least supported activities in Silverton. School ownership creates a barrier to more sports facilities, as the schools are unwilling to compromise or rent out their space at more times. It is difficult for residents to book these facilities as school athletics take priority. Non-school teams are forced to move around due to lack of field space and availability. These teams have expressed the need to build more fields and facilities. Additionally, adult respondents specified a desire for adult leagues to be more closely tied to the community.

THE OREGON GARDEN

In 1999, the Oregon Garden opened and quickly became the most popular attraction in Silverton (Oregon Garden website). The garden is 80 acres total with over 20 specialty gardens showcasing the botanical beauty of the Willamette valley. The garden is overseen by The Oregon Garden Foundation run mostly through volunteers and donations.

The Oregon Garden's expansive wetlands area has benefited from the City's excess reclaimed water since 2000, while the community benefits from trade the Garden draws to the area. Silverton was recognized for these reuse efforts as a "Community Water Champion" by the National Water Reuse Association in 2018.

TRANSPORTATION

Regarding transportation opportunities, the Community Development Department facilitates the Silver Trolley, a dial-a-ride transportation service to the public. With this service, the government aims to provide convenience to its residents with convenient public transportation.

According to the city of Silverton's website, "the trolley promotes access to facilities and services such as community events, local shopping, and dining" (Silverton Silver Trolley). Silverton also has access to the Marion County Cherriot service called Cherriots Regional (Cherriots). Route 20X connects Salem to Woodburn and serves the Silverton, Mt. Angel and Woodburn communities.

HISTORY OF SILVERTON

Silverton is named after Silver Creek, which is a body of water that runs through the town and into the nearby Pudding River. The land was initially grasslands and home to the indigenous Kalapuya people (LCC Resources). The city was developed for timber and water purposes in the 1800s. In 1846, James Smith and John Barger established a sawmill on the creek and gradually moved their business from Milford to Silverton (Silverton Website).

The young city of Silverton started to grow after being officially incorporated in 1885. By 1894, the population had expanded to approximately 900 people. For years after, the timber industry and power from the dammed river pushed the overall economy of the Silverton forward with the success of the Silver Falls Timber Company (Silverton Website), which stayed open until the end of World War II.

Now, the main industries and job opportunities for jobs lie in the Silverton School District, the Legacy Silverton Medical Center, and food processing companies. According to the 2016 Survey, many survey respondents (43%) are retired or not working, Twenty-three percent work outside the city, and 18% work within the City. Given the survey's slant towards a retired demographic, the survey may not be representative of the whole population.

COMMUNICATION RESOURCES

The interdisciplinary "Communications Team" is made up of at least one member each from the City's five departments: Administration, Finance, Community Development, Police, and Public Works. Each team member has other job responsibilities in addition to serving as a communication liaison and producing mterials on behalf of their department.

Silverton uses its official website as its main communication resource, which citizens can view in multiple languages. Citizens can sign up through the website to receive email and phone alerts with agendas from city meetings, traffic updates, and other news releases.

For print publications, the City publishes a monthly news blast ad in OurTown, the twice-monthly local paper serving Silverton, Mt. Angel, and Scotts Mills.   The City also distributes a four-page features newsletter on a quarterly basis. These newpapers and inserts are delivered to every address in Silverton. According to survey results, 75% of respondents indicated that they get their information mainly from the Our Town news outlet (2016 Silverton Community Survey).).

One of the Council Goals described in the 2019-2020 Annual State of the City Report was to "identify new means and methods for public outreach, communication and participation." The report indicates that progress has been made on this goal, with 114,317 visits to the City's website in 2019, 44,005 visits from a smartphone, and 2,199 Facebook followers. However, community-led Facebook groups have larger followings than the official City page, including Silverton OR Connections (7,375 members) and Silverton Connections (12,290 members).

PUBLIC PERCEPTION

Many residents in Silverton genuinely appreciate their small town and view it as a great place to raise a family, own a small business, and create friendships. About 72% of 2016 Silverton Community Survey respondents reported that they moved to Silverton due to its safe, livable neighborhoods. With this in mind, 54% of 2016 survey respondents rated Silverton as an "excellent" place to raise children and 64% rated it as an "excellent" place to live. Silverton received national news attention when citizens elected Stu Rasmussen in Nov. 2008, the nation's first openly transgender mayor.

Silverton's neighborhoods also contribute to its attractiveness as a place to retire, with 46% of survey respondents rating Silverton as an "excellent" place to retire. Though respondents provided high quality of life ratings in Silverton, 61% of respondents also rated Silverton "poor" regarding job opportunities and 63% rated Silverton "poor" regarding affordable housing.

A key group missing in the survey respondents was young adults. Looking at the Silverton Chamber of Commerce event calendar, only a few events would potentially interest this audience, such as the monthly "Yoga and Beer at Silver Falls Brewery." The City of Silverton website does not currently list any culturally-specific programming acknowledging the city's Hispanic/Latino culture, which could cause dissatisfaction from both young people and minority groups regarding Silverton's current communication methods.

EXTERNAL ENVIRONMENT

Factors that may affect Silverton's effectiveness in achieving its goals are a minimal budget for communication activities and the time investment necessary for new communications endeavors.. While the current Communications Team is enthusiastic about proactive sharing and engagement, running social media accounts, distributing electronic city surveys, and disseminating information via Silverton's main communication resources are all time consuming in addition to other job functions

Silverton is one of many small towns in Oregon that capitalizes on its quaint atmosphere to attract tourists and new residents. Independence, Oregon is another example. Recent revitalization efforts by Independence, Oregon focused on community events, enhancing visitor experience, and maximizing resources. Positive results can be felt throughout the city. Visitors and residents alike enjoy an improved downtown featuring more arts and cultural opportunities, a new park, riverfront housing, and the town's first hotel. To accomplish this, Independence's 2019 Annual Report highlights how it transitioned organization structure into committees, rebranded, highlighted local business activity, and grew its social media presence to help notify the community of news, events, and activities (Independence 2019). Silverton has the opportunity to emulate some of Independence's success by enticing residents to attend more community events.

SWOT Analysis

A SWOT analysis is a tool used in marketing and communications to analyze the current situation of an organization. SWOT stands for Strengths, Weaknesses, Opportunities, and Threats. The idea is to look at an organization's positive and negative internal features to identify strengths and weaknesses. Examining external factors helps identify opportunities and threats.

SILVERTON'S STRENGTHS

- The school district attracts parents looking for a place to start a family, while the many families who settle in Silverton create a small-town community feel.
- The outdoor resources of Silver Falls State Park and the Oregon Garden are a short drive away. There are also many other great hikes with beautiful views around and plenty of other outdoor activities.
- The city has its own hospital (Legacy Emanuel Silverton).
- The city places strong value on the arts and history, exhibited by the annual Fine Arts Festival, several galleries, and public murals and architecture.
- The city has a variety of events and festivals that happen every year for community members to attend.
- Silverton's size allows a large amount of small businesses to survive and thrive in the community.

WEAKNESSES

- Citizens express frustration about the City website, saying it is outdated and hard to use.
- Survey respondents indicate they do not always feel their voices are heard by City officials, nor do they feel they can communicate with officials.
- The City's social media engagement as of winter 2020 is predominantly through Facebook with minimal Twitter use. Non-Facebook users can miss out on social media content that can be more frequent and contain more graphics than the City's website.
- The City has a small budget for communications plan and employees.
- The City's general community surveys have always been conducted by paper survey, which is a lengthy, time-consuming, and potentially costly process whether conducted in –house or as a contract. The responses have traditionally skewed to an older, homeowner demographic.
- The City does not directly sponsor many events outside of meetings; partnering by sharing information at non-City events could be a valuable opportunity but requires additional staff time.
- The City lacks organized recreational activities and space (e.g. sports leagues) to bring the community together.

OPPORTUNITIES

- Create social media platforms for the City so citizens feel like they are engaged on more convenient mediums.
- Connect with younger generations who are not yet responding to communication efforts through social media and technology efforts.
- Plan smaller surveys with free online tools that can be easily circulated with faster feedback collection.
- Use the natural surroundings for organized outdoor activities to emphasize community unity.
- Diversify community events to appeal to a more diverse group of people.

THREATS

- Oregon has many natural landmarks and attractions that compete for attention from tourists and people looking to settle down.

- Other locations may hold better job opportunities.
- Other towns have more affordable housing and living costs,
- Larger local governments have more sophisticated social media and online engagement setups and the staff to support them. Smaller cities generally need to be creative in order to establish and sustain high engagement levels
- A communication campaign could have negative outcomes from citizens who either do not respond or are frustrated by the City's time allocation.
- Issues reported by residents in 2016 written survey include d issues with drugs, concerns about impacts of homelessness, and and unwelcoming fellow community members. (2016 Silverton Community Survey

Analysis of Key Publics

THE MAJOR PUBLICS

The major publics for the city of Silverton are people who currently live or spend a large amount of time in Silverton. Although attracting tourists and visiting outsiders is important, this campaign will mainly focus on Silverton's residents and working community. The plan targets mostly people who are of age and can take part in community activities. This way the main efforts are directed towards people who will be able to fill out surveys and give feedback. These people may rent or own their housing.

While not the dominant focus of these outreach plans, children and young adults are also relevant because they are considered the future of Silverton and tend to follow in the footsteps of their surrounding adults.

Most PR campaigns assign a primary and secondary audience to define target audiences for communication efforts. Since each group established different audiences, this report defines four that combine the most common and relevant audiences. The two primary audiences are young adults ages 22-34 and adults ages 35-50, and the two secondary audiences are adults in the Hispanic/Latino community and commuters.

Since the residents aged 55-74 a provided the most feedback and engagement in the 2016 Silverton Community Survey, all of the target audiences for new engagement are outside this group of citizens.

According to Census, only 30% of the Silverton population is between 55-74 years old. Almost half of respondents being from only one third of the overall population indicates that the results are skewed toward those above 55. The City discussed its desire to think creatively about how to engage with and seek feedback from other community populations with the student researchers.

YOUNG ADULTS AGES 22 TO 34

This public includes full or part-time working young adults who are most often financially independent. They recently have started or intend to start a family in Silverton. Additionally, these adults desire to become more involved in the community; however, lack of information, time, money, and motivation can sometimes thwart this desire. Nature and education are highly valued in this audience's life, as they enjoy exposing themselves and their children to the natural wonders surrounding Marion County and pursuing a quality education for their current or future children. They enjoy outdoor activities, participating in community-sponsored events, and new experiences. This public is heavily influenced by their social circle, which includes friends, family, and other acquaintances in the community. This public also loyally and regularly visits their favorite small businesses.

Young adults are the future of Silverton, as are their children. Survey

results compared with Census data demonstrates this target public was underrepresented in survey feedback. The age group of individuals 18-34 years old accounts for 28% of Silverton's total population yet only 8% of the 2016 survey responses (US Census).

Low numbers in the paper survey and the lack of certainty around their digital engagement presents an opportunity to further engage this public with new ideas and innovative communication methods.

With this in mind, young adults want to feel like they are part of the community they and their families live in. They want to be able to engage and participate in community events. This public is concerned about affordable housing and job opportunities in Silverton, given they rely heavily on a steady income and reasonable housing prices to provide for themselves and their current or future families. Research also revealed that young adults spend significant time online. Introducing additional digital means for surveying and sharing information can increase this public's awareness and engagement.

PARENTS AGES 35 TO 50

This public includes adults who have children and most likely work some a job that provides for them and their family. Traditionally, adults in this age range are more likely to involve their families in the community and want their voices heard on community matters. Parents in this age group make up one of the largest demographics in Silverton (37.6% of the population). They are influenced by their social

circle, although not as much as young adults as they have more life experience to draw from. That being said, when their busy schedules allow it, meeting up with their friends and fellow parents in social settings is the perfect chance to fit in a play date while socializing.

The biggest part of these adults' lives is their children, and the City needs to take this into account with their communication efforts. Their children's education is extremely important, and most parents interact with the Silver Falls School District as it hosts 13 schools with 3,977 students. Every student has one or more guardians who are over the age of 18 and most likely fit into the age group of this target public. While the City of Silverton Facebook page has a similar following in numbers to the Silver Falls School District (SFSD)

Facebook page, the SFSD page has much higher engagement rate on their posts (i.e. more likes, comments and shares) compared to the City's posts. This data shows that the public is already active online in conversations about their children's' school and extracurriculars. If Silverton can reach them, both on and offline, it will be able to increase awareness and engagement from this target public.

HISPANIC/LATINO COMMUNITY

This audience was included in the communication plan due to room for improvement in engaging this group in sharing and receiving information with the City. If the City drew more members of this part of the population into city events and planning, it could encourage larger engagement numbers from the Hispanic/Latino population both online and in other activities

COMMUTERS

A resident responding to the 2016 Silverton Community Survey offered insight into the effect of commuting on their connection to the Silverton community:

"I work out of town w/ 1-hour commute so I often feel disconnected from city happenings. Easily accessible and timely information would be very beneficial.

Having to commute to a different city or town every day can leave people feeling disengaged from their community of residence and the community they work in, and 23% of Silverton's workers commute (2016 Silverton Community Survey). On a daily basis, 2,990 people commute into Silverton and 3,859 people commute out of Silverton for work (On the Map). On average, commuters sacrifice nearly an hour every day for their round-trip drive (the distance to and from Salem) and around 75% of them drive solo (2016 Community Survey). Silverton has the opportunity to reach these audience during their commute and to give them a sense of community in Silverton regardless of whether their time in the City of Silverton is focused on work or home life.

Core Problem Statement

The core problem statement sums up the situation: the initial request, research, and analysis.

   The City of Silverton has seen low turnout from certain demographics when using traditional paper surveying methods and sees to improve engagement and feedback with a variety of populations using both digital, paper, and in-person strategies. This low engagement creates a danger of a lack of awareness for the City of resident needs and for the residents of City information, resources, and opportunities for feedback.

In a PR plan, goals and objectives are set to measure how the campaign does. Somewhat confusingly, the goals are the broader statements for what the campaign is trying to achieve, and the objectives are the expressed SMART (specific, measurable, attainable, relevant and timebound) purposes of the plan.

GOAL

The goal of this campaign is to increase overall citizen involvement in attending community events, providing feedback, and utilizing online platforms, especially from the target populations who have not been engaging with the City's past paper survey efforts.

OBJECTIVES

Young Adults

Objective: To educate 50% of young adults in the target age range about Silverton's online communication methods in three months.

Objective: To increase engagement at community events and online in feedback measures from young adults by 20% in the following three months.

Parents

Objective: To increase parents' awareness of Silverton's communication methods by 25% in three months.

Objective: To increase parents' engagement at community events and online in feedback measures by 15% in the following three months.

Hispanic/Latino Community

Objective: To increase Hispanic/ Latino awareness of Silverton's communication methods by 15% in three months.

Objective: To increase Hispanic/ Latino engagement with Silverton's events and surveys by 10% in the following three months.

Commuters

Objective: To increase commuters' awareness of Silverton's events and online communication methods by 20% in three months.

Objective: To increase commuters' engagement in Silverton's events and surveys by 15% in the following three months.

Messaging

YOUNG ADULTS

A. By providing your feedback to City government, you can help to add previously absent young adult voices back into the conversation about the future of Silverton. Just because you've settled down doesn't mean you have to settle. Find us on Facebook and Instagram today.

B. Voice your opinions to make change in your local community! Work with Silverton's local government to make Silverton a place you can be proud of. Follow us on Facebook and Instagram for next steps to help shape our community.

PARENTS

A. A safe town is a safe home. As children grow, so does their independence. Getting involved in the community and providing your feedback to our leaders can ensure that Silverton will be working just as hard as you are for your children's future.

B. From driving your kids to school and all their activities to cheering on their accomplishments, these moments are fleeting. Staying connected and engaged in town events not only benefits your children and their future but allows you to be part of decisions made on your future.

HISPANIC/LATINO COMMUNITY

Spanish-language: Es la hora de que la ciudad de Silverton abrace a todos sus ciudadanos y sus culturas. Silverton necesita su opinión sobre asuntos importantes relacionados con la planificación comunitaria y la vivienda asequible para tomar las mejores decisiones para cada residente de Silverton. Esto solo se concretará si todos podemos hablar sobre lo que queremos ver más.

English- language: It's time for the city of Silverton to embrace all of its citizens and their cultures. Silverton needs your input on important issues involving community planning and affordable housing to make the best decisions for every resident of Silverton. This will only come to fruition if we all speak on what we want to see more of.

COMMUTERS

You choose where you live and work with care. Silverton cares about your opinions, concerns, and well-being.

Follow us on Facebook or Instagram so we can cultivate our relationship with you and receive your feedback on town news through our digital surveys.

Strategies and Tactics

Strategies and tactics are what must be done to implement the PR plan. Strategies are ways to accomplish the set objectives, and tactics are the "to-do" lists in order to achieve the strategies in full.

STRATEGY A:
Redesign the Silverton Community Survey by adding digital response and Spanish language options to make it more accessible to target publics so they are more inclined to give feedback.

Tactics:

To Modify Survey:

1. Find a software platform that will best suit Silverton's needs for administering and distributing a digital option for future surveys. Two different suggestions include:

- SurveyLegend is $15 a month or $180 a year for premium features. There are many different functionalities to tailor long or short-form surveys, as well as features to improve accessibility and visibility for survey takers.

- Qualtrics is one of the best survey platforms available, but it is more expensive. Plans start at $1,500 and go up to $5,000. That being said, since Silverton is partnering with the Sustainable City Year Program at the University of Oregon (which gives its students access to Qualtrics) Silverton could look into the possibility of asking a student or group of students to help facilitate the survey for some type of class credit.

2. Create a new community survey similar to the 2016 survey. Consider whether the survey is designed to serve as a general community survey or a topic-based survey (these could be conducted more frequently) Add questions about social media use, the awareness and favorability of the

  Silverton social media pages, relevance and feel of community events, community event attendance, how respondents heard about the survey, and how the government can help citizens during a recession. Consider removing questions that are repetitive (see Appendix__) and routing the survey through Communications Team and other review processes with an eye towards a balance of questions Include demographics questions that can identify the target publics. Activate survey at the beginning of month 4.

3. Translate the survey to have a Spanish option to increase accessibility to as many citizens as possible.

4. Insert a display logic into the main survey on demographics questions about ethnicity, age, or commuting status. Further prompt target publics to answer how the Silverton community can be more welcoming to their demographic and what they would like to see more of from Silverton.

FIG. 1
Strategy A Tactic 4
Example

To Promote Survey:

5. Design campaign materials for promoting the new survey. Use Canva or a similar platform to design materials. Pick colors and fonts that are consistent across the campaign.

6. Work with the Silverton School District to distribute fliers about the importance of taking the survey, including how it can help schools and city planning. Send them home with children to distribute to their parents. Post them to bulletin boards that are in areas frequented by parents like main offices, gyms, and theaters.

7. Send notifications about the survey to those subscribed to Silverton's "Announcement and News" emails and text notifications. These should clearly include a direct link to the survey and be short and concise. One notification should be sent out about the survey every week in the months leading to the survey due date. Daily reminders should be sent out the last three days the survey is active.

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FIG. 2
**Strategy A Tactic 7
Example**

SILVERTON TOWN SURVEY 2020

How to Load your QR Code Survey

1. Open the Camera app either from the lock screen or tapping on the icon from your home screen.

2. Hold your device steady for 2-3 seconds towards the QR Code you want to scan.

3. Click on the notification to open the content of the QR Code.

8. Add an additional section advertising the survey in the newsletter that uses previously designed campaign graphics in an attention-grabbing way to grab people who may just be quickly skimming. Emphasize the importance of timely completion and how the survey can help serve the community. Add this section three months prior to the survey.

9. Use digital assets for advertising the campaign online. Social media posts for Facebook, Instagram, and Twitter should be eye-catching and informative, and should contain clear instructions on accessing the survey. Content should be posted at least once a week in the months before the survey and more often in the final weeks. In the week before the survey due date, the City could pay to boost posts about the survey on Facebook and Instagram. Both platforms allow you to target certain demographics if wanted. Prices are around $5 per day.

STRATEGY B:

Expand social media use in a cohesive way to communicate effectively and often with a clear voice that engages target audiences.

Tactics:

1. Communications Team confirms that Style guide represents current image desirable for City to project The guide should always include colors and fonts for graphics as well as words and values associated with the brand to help create a clear image.

2. Create or update official accounts for the city of Silverton on Twitter and Instagram. Make sure both accounts are listed as businesses so insights will be recorded.

FIG. 3
Strategy B Tactic 2
Example (page 15)

3. Promote the new Silverton social media accounts on Facebook as well as newsletters and emails to increase awareness.

social media accounts. Make sure the accounts are engaging with many people from all target publics. Take time to follow new people every month.

4. On Silverton social media accounts, follow users that are active members in the community, have tagged or mentioned Silverton in recent posts, or are Silverton businesses with active

5. Create an intern position open to junior and senior high school students to run the social media account. Encouraging a local student to get involved can supply a fresh perspective

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on what is happening and what needs to change in Silverton. A young student passionate about communication may also know more about social media than government staff and be more excited to take on a brand account. Express to the intern a willingness to work with a university career center to offer the internship for college credit.

a. Design internship position for 5 hours per week.
b. Post about the internship in the newsletter.
c. Request the Silver Falls School District to post about the internship on their website.
d. Reach out to Silverton High School and ask to speak with media classes (including graphic design, yearbook, and the student newspaper) about the internship to engage with students interested in communications.
e. Read applications, hold 15-minute interviews, and pick the best candidate.
f. Train the intern and have them sign paperwork about being professional on city accounts.

An intern could be tasked with all of the following tactics:

1. Create a social media calendar for every month and every week. The monthly calendar will provide an overview for long-term campaigns, events, and holidays that help to plan weekly calendars. The weekly calendars will include posts from the monthly calendar while remaining flexible to last minute changes or unexpected occurrences. Calendars should include at least two Instagram posts and three Instagram stories per week, five tweets per week (including retweets), and two Facebook posts per week. The City could find a platform that allows social media posts to be scheduled to eliminate physically posting daily.

2. Respond to social media comments that have questions for city staff in a timely manner. Set aside some time every week to inquiries on all platforms are fully answered.

3. Use insights to measure follower increases, post reach, and post engagement, as well as audience demographics. Check on these numbers monthly throughout the campaign to measure success.

Post Ideas

1. Initiate a FAQ Friday where accounts answer questions that are frequently asked. Record answers in a story for Facebook and Instagram or post them with a graphic on Twitter, Facebook, and Instagram. This can be done weekly, biweekly, or monthly.

2. Repost or share relevant news articles regarding Silverton's community events to increase community members' awareness of town activities.

3. Highlight local businesses and popular community spots with images and descriptions. Add a hashtag to keep the campaign consistent like #HereInSilverton. Businesses and community spots could be alternated weekly or biweekly for at least two to four posts a month.

4. Highlight members of city council and other city staff with individual posts. Gather a headshot and pictures of staff working at town events. Add captions about the person's career, interests, and hobbies as a way to share a more human side of staff with followers.

5. Post about city events on all platforms and encourage followers to come and bring others. On Facebook, create event pages if other organizations have not and invite citizens with profiles, allowing citizens to invite others. Example events include city council meetings and the new appetizer hours preceding them (see Strategy C), coffee chats, and town festivals.

6. Poll followers bi-weekly on all platforms to facilitate regular feedback and conversation from the community. Record information and send to city council for meeting planning. Question examples could include:

a. "What topics would you like to be discussed at the next City Council?" (List three to five options)

b. "Which of the following is your biggest concern for the town of Silverton right now?" (List three to five options)

c. "What would you most like to see improved within the next year?" (List three to five options)

d. "How would you currently rate Silverton's recreational facilities and opportunities?"

STRATEGY C:

Be present at local community events for interaction with citizens and incentivize attendance with city merchandise and social gathering options before official events.

Tactics:

1. Hold an appetizer hour preceding City Council meetings at rotating local restaurants. This allows light conversation among citizens before getting into more serious topics during the meeting. Make sure to schedule reservations in advance. The City could pay for the first round of appetizers.

2. Send a government representative to a school board meeting to invite people to city council meetings and encourage people to follow social media pages to receive current information. This can also be a time to gain feedback and ideas on certain city issues.

3. Work with local talk radio shows to have a government employee guest appear every two weeks for half an hour to discuss Silverton current events. The employee can invite people to community events and plug the social media accounts.

a. Possible morning talk show stations: KEX 1190 AM & KSLM 1220 AM.

4. Design and distribute merchandise to reflect Silverton's brand image.

5. Table at local sporting events, art shows, and community events. At these events, distribute merchandise, plug social accounts and encourage survey participation with fliers that emphasize the benefits of community feedback and contain a survey QR code.

6. Host networking socials every month for professionals in Silverton during lunch hours (11-1pm) at City Hall. Lunch is a guaranteed time that commuters will be in Silverton between 9 a.m. and 5 p.m. Before work would be too early to host any events and availability after work may be limited by commuters' personal lives.

STRATEGY D:

Partner with small businesses (suggested number of 10) in Silverton that are popular among target publics to advertise town news, promote surveys, and host city events while providing incentives for feedbac, such as focus group participation where possible

Tactics:

1. Use master contact list of local business owners in Excel (can leverage pre-existing city lists of business license owners). With help from the Chamber of Commerce member registry, identify 20 potential partners based on business type and consumer base to best reach the target audiences.

a. Make sure to include locations owned by members of diverse communities

2. Reach out to and build relationships with key businesses. Visit establishments and solicit their feedback, identify mutual goals, and build trust and interest in survey projects. Ask for their input on assisting with survey distribution and capturing more voices.

3. Arrange to have survey QR codes placed in visible places in each business venue (at checkout counters, in waiting rooms, on tables, etc.). Add the URL webpage to the flier to avoid technological mishaps, as well as the end date of the survey.

FIG. 4

Example Fliers for Strategy A Tactic 6, Strategy C Tactic 5, and Strategy D Tactic 3

Implementation Logistics

This part of the plan shows the timeline and budget for implementing the tactics.

BUDGET

The budget includes the hours necessary for the task and the cost. Both numbers are estimates.

Strategy	Tactic	Cost per Unit	Number of Units	Hours for City Staff	Total Cost
A	1. Find platform	$2,500	1 platform	1	$2,500 + 1 hour
A	2. Create survey	-	-	10	10 hours
A	3. Translate	$50 per hour for translator	4 paid hours		$200
A	4. Display logic	-	-	0.5	0.5 hour
A	5. Create promo materials	-	-	2	2 hours
A	6. Work with schools	$0.15 per flier	750 fliers	10	$112.50 + 10 hours
A	7. Emails and Texts	-	-	5	5 hours
A	8. Newsletter	-	-	0.5	0.5 hour
A	9. Promote online	Optional $5	7 days	0.5 hours per week	$35 + 6 hours
A	All tactics				$2,847.50 + 35 hours

Strategy	Tactic	Cost per unit	Number of Units	Hours for City Staff	Total Cost
B	1. Create style guide	-	-	3 hours	3 hours
B	2. Instagram and Twitter accounts	-	-	1 hour	1 hour
B	3. Promote new accounts	-	-	1 hour	1 hour
B	4. Follow other users	-	-	1 hour per month	6 hours
B	5a. Design internship	-	-	2 hours	2 hours
	5b. Post about internship	-	-	0.5 hour	0.5 hour
	5c. Request for app on website	-	-	0.5 hour	0.5 hour
	5d. Visit classrooms	-	-	2 hours	2 hours
	5e. Pick intern	-	-	3.5 hours	3.5 hours
	5f. Train intern	-	-	2 hours	2 hours
B	6. Social calendars	-	-	5 hours per month	30 hours
B	7. Replying to comments	-	-	1 hour per week	24 hours
B	8. Use insights	-	-	1 hour per month	6 hours
B	9. FAQ Friday	-	-	1 hour per month	6 hours
B	10. Repost town news	-	-	0.25 hour per week	6 hours
B	11. Local highlights	-	-	1 hour every other week	12 hours
B	12. Highlight city staff	-	-	1 hour every other week	12 hours
B	13. Promote events	-	-	2 hours a month	12 hours
B	14. Polls	-	-	1 hour every other week	12 hours
B	All Tactics	Without intern:	$0 + 131 staff hours	With intern:	$0 + 21.5 staff hours + 115 intern hours

Strategy	Tactics	Cost per unit	Number of Units	Hours for City staff	Total Cost
C	1. Appetizer Hour	Optional $8.50	60 (for 5 mo.)	2 hours per month	$425 + 10 hours
C	2. Attend School Board Meeting	-	-	2 hours	2 hours
C	3. Radio appearance	-	-	12 hours	12 hours
C	4. Design merchandise	Stickers $.50 Keychains $.65 Magnets $1	500 500 100	3 hours	$675 + 3 hours
C	5. Table at events	Fliers $0.15	250	~5 hours per month	30 hours
C	6. Coffee break chats	Coffee travelers $15 Pastries $0.85	(for 6 mo.) 18, 180	3 hours per month	$423 +18 hours
C	All Tactics:				$1,523 + 67 hours

Strategy	Tactic	Cost Per Unit	Number of Units	Hours for City Staff	Total Cost
D	1. Make partner list	-	-	4 hours	4 hours
D	2. Reach out to businesses	-	-	10 hours	10 hours
D	3. Place fliers in establishments	$0.15	100	3 hours	$15 + 3 hours
D	All tactics				$15 + 17 hours

Total Plan Cost (with intern): $4,385.50 + 140.5 staff hours + 115 intern hours
Total Plan Cost (without intern): $4,385.50 +255 hours

TIMELINE

Month 1
One Time Tasks:
- Create the Style Guide (Strategy B Tactic 1) ~ Beginning of the month
- Create Instagram and Twitter accounts (Strategy B Tactic 2) ~ Beginning of the month
- Create intern position (Strategy B Tactic 5a-5d) ~ Beginning of the month
- Design merchandise (Strategy C Tactic 4) ~ Beginning of the month
- Promote new accounts (Strategy B Tactic 3) ~ Middle of the month
- Make local business partner list (Strategy D Tactic 1) ~ Middle of month
- Hire intern (Strategy B Tactic 5e-5f) ~ End of the month
- Send representative to school board meeting (Strategy C Tactic 2)

Recurring Tasks:
- Create social media calendars (Strategy B Tactic 6) ~ Beginning of the month and throughout the month
- Follow other users (Strategy B Tactic 4) ~ Middle of the month
- Reply to social comments (Strategy B Tactic 7) ~ End of the month
- Record social media account insights (Strategy B Tactic 8) ~ End of the month
- Networking coffee chats (Strategy C Tactic 6) ~ End of month
- Posting regularly (Strategy B Tactics 9-14) ~ Throughout the month
- Radio guest appearance (Strategy C Tactic 3) ~ Twice a month
- Table at town events (Strategy C Tactic 5) ~ Continuous

Month 2
One Time Tasks:
- Find a survey software (Strategy A Tactic 1) ~ Middle of the month
- Reach out to businesses and create positive relationships (Strategy D Tactic 2) ~ Beginning of the month and throughout the month
- Design materials for promoting survey (Strategy A Tactic 5) ~ End of the month

Recurring Tasks:
- Host appetizer hour before city council meeting (Strategy C Tactic 1) ~ Beginning of the month (new)
- Create social media calendars (Strategy B Tactic 6) ~ Beginning of the month and throughout the month
- Follow other users (Strategy B Tactic 4) ~ Middle of the month
- Reply to social comments (Strategy B Tactic 7) ~ End of the month
- Record social media account insights (Strategy B Tactic 8) ~ End of the month
- Networking coffee chats (Strategy C Tactic 6) ~ End of month
- Posting regularly (Strategy B Tactics 9-14) ~ Throughout the month
- Radio guest appearance (Strategy C Tactic 3) ~ Twice a month
- Table at town events (Strategy C Tactic 5) ~ Continuous

Month 3

One Time Tasks:
- Create survey (Strategy A Tactic 2) ~ Beginning of the month
- Add display logic to survey (Strategy A Tactic 4) ~ Beginning of the month
- Continue reaching out to businesses and building relationships (Strategy D Tactic 2) ~ Beginning of the month and throughout the month
- Have survey translated (Strategy A Tactic 3) ~ Middle of the month

Recurring Tasks:
- Host appetizer hour before city council meeting (Strategy C Tactic 1) ~ Beginning of the month
- Create social media calendars (Strategy B Tactic 6) ~ Beginning of the month and throughout the month
- Follow other users (Strategy B Tactic 4) ~ Middle of the month
- Reply to social comments (Strategy B Tactic 7) ~ End of the month
- Record social media account insights (Strategy B Tactic 8) ~ End of the month
- Networking coffee chats (Strategy C Tactic 6) ~ End of month
- Posting regularly (Strategy B Tactics 9-14) ~ Throughout the month
- Radio guest appearance (Strategy C Tactic 3) ~ Twice a month
- Table at town events (Strategy C Tactic 5) ~ Continuous

Month 4

One Time Tasks:
- Activate survey (Strategy A Tactic 2 cont.) ~ Beginning of the month
- Place survey fliers in the businesses (Strategy D Tactic 3) ~ Beginning of the month
- Work with schools to disseminate survey fliers (Strategy A Tactic 6) ~ Middle of the month

Recurring Tasks:
- Send out notifications about the survey in email and texts (Strategy A Tactic 7) ~ Beginning of the month and throughout (new)
- Add section to newsletter about the survey (Strategy A Tactic 8) ~ Beginning of the month (new)
- Promote survey on social media accounts (Strategy A Tactic 9) ~ Throughout the month (new)
- Host appetizer hour before city council meeting (Strategy C Tactic 1) ~ Beginning of the month
- Create social media calendars (Strategy B Tactic 6) ~ Beginning of the month and throughout the month
- Follow other users (Strategy B Tactic 4) ~ Middle of the month
- Reply to social comments (Strategy B Tactic 7) ~ End of the month
- Record social media account insights (Strategy B Tactic 8) ~ End of the month
- Networking coffee chats (Strategy C Tactic 6) ~ End of month
- Posting regularly (Strategy B Tactics 9-14) ~ Throughout the month
- Radio guest appearance (Strategy C Tactic 3) ~ Twice a month
- Table at town events (Strategy C Tactic 5) ~ Continuous

Month 5

Recurring Tasks:

- Send out notifications about the survey in email and texts (Strategy A Tactic 7) ~ Beginning of the month and throughout
- Add section to newsletter about the survey (Strategy A Tactic 8) ~ Beginning of the month
- Promote survey on social media accounts (Strategy A Tactic 9) ~ Throughout the month
- Host appetizer hour before city council meeting (Strategy C Tactic 1) ~ Beginning of the month
- Create social media calendars (Strategy B Tactic 6) ~ Beginning of the month and throughout the month
- Follow other users (Strategy B Tactic 4) ~ Middle of the month
- Reply to social comments (Strategy B Tactic 7) ~ End of the month
- Record social media account insights (Strategy B Tactic 8) ~ End of the month
- Networking coffee chats (Strategy C Tactic 6) ~ End of month
- Posting regularly (Strategy B Tactics 9-14) ~ Throughout the month
- Radio guest appearance (Strategy C Tactic 3) ~ Twice a month
- Table at town events (Strategy C Tactic 5) ~ Continuous

Month 6

One Time Tasks

- Close survey ~ End of the month
- Begin analysis for evaluation ~ End of the month

Recurring Tasks:

- Send out notifications about the survey in email and texts (Strategy A Tactic 7) ~ Beginning of the month and throughout
- Add section to newsletter about the survey (Strategy A Tactic 8) ~ Beginning of the month
- Promote survey on social media accounts (Strategy A Tactic 9) ~ Throughout the month
- Host appetizer hour before city council meeting (Strategy C Tactic 1) ~ Beginning of the month
- Create social media calendars (Strategy B Tactic 6) ~ Beginning of the month and throughout the month
- Follow other users (Strategy B Tactic 4) ~ Middle of the month
- Reply to social comments (Strategy B Tactic 7) ~ End of the month
- Record social media account insights (Strategy B Tactic 8) ~ End of the month
- Networking coffee chats (Strategy C Tactic 6) ~ End of month
- Posting regularly (Strategy B Tactics 9-14) ~ Throughout the month
- Radio guest appearance (Strategy C Tactic 3) ~ Twice a month
- Table at town events (Strategy C Tactic 5) ~ Continuous

Evaluation Plan

The evaluation plan shows how to measure if the set objectives were met after the campaign has finished. Oftentimes the real numbers from the plan are used to implement the next campaign an organization wishes to undertake.

TO MEASURE OBJECTIVES

The social media insights on Facebook, Instagram, and Twitter will measure success at increasing target publics' awareness of these communication methods. At the end of Month 3, compare the number of Facebook followers in the target demographic ranges to the number of Facebook followers for the target demographic ranges at the beginning of the campaign. For Instagram and Twitter, compare follower numbers in the target age range at the end of the third month and the end of the first month after making the accounts. If the young adult numbers have increased by 50%, the first young adult objective has been reached. If the parents age group numbers have increased by 25%, the first parent objective has been reached.

Participation from Hispanic/Latino community members and commuters will be harder to measure because social media platforms do not keep track this kind of information. Options for measuring these objectives include a mini Google survey in the last two weeks of month three. In a four-minute survey, ask about when the user became aware of the social media accounts, their favorability of the communication methods, and demographics and commuter information. Google surveys can be created relatively quickly and could be posted on all social media

platforms. Using cross-section analysis, the numbers of the Hispanic/Latino population and commuters who became aware of the online communication methods during the campaign can be discovered. To incentivize survey participation, a gift card reward to a local restaurant could be raffled to all participants. Additionally, if City staff appeared on the radio they could share information about the survey. If the participation from Hispanic/Latino community members has grown by 15%, the first objective related to engaging this group in the community has been met. If the commuter numbers have grown by 20%, the first commuter-related objective has been met.

From the survey answers, use cross-analysis to find the number of people from each target public who went to community events. Pick an event near the beginning of the campaign in Months 1 though 3 and an event at the end of the campaign in Month 6. Compare the attendance numbers in each demographic. Determine demographic changes by comparing the percentage numbers listed previously for the second objectives for each target public. Survey numbers are more important, but attendance numbers are useful for understanding if the target publics felt more welcomed to community events after the campaign was implemented.

Conclusion

Student research shows that Silverton's communication and feedback collection methods have room for growth and innovation. Silverton is active on Facebook and minimally on Twitter but no other social media platforms. The 2016 Silverton Community Survey results showed an underrepresentation of young people and renters. Parents opinions aged 35-50 were also less accounted for because of low response rates from their age group. The only age group who responded at a high rate was adults ages 55-75, who represented almost half of the survey responses.

From this data, student groups developed individual plans that have been combined into a sample six-month plan in this document. Student recommendations include the following:

- Create another community survey. Silverton typically conducts one every five years. Create the additional option of a digital survey to ease data collection and response and increase engagement with those accustomed to digital participation. Digital-first surveys also lend themselves to more frequent surveying which would allow the City to be more responsive to current trends. Add questions that address target audiences to ensure their opinions matter. Promote the survey in places frequented by target publics.

- Expand Silverton's social media presence. Use tools like social media calendars to simplify the posting process. Engage with members of the community online, and post frequently about town news, businesses, and events.

- Establish a presence at community events through tabling and merchandise. Encourage more people to attend city meetings by hosting other events that encourage community conversations. Look to appear on local radio shows to reach people during their commutes.

- Partner with local businesses to promote surveys, conduct focus groups, and possibly host community awareness and engagmeent events.

Full implementation of the plan will cost around $4,385.50 wand require between 140 and 255 hours. Months 1 through 4 involve the most work, while months 5 and 6 require less work and focus on survey promotion. Evaluative measures are increases in online follower numbers and survey responses reflecting broader demographics than previous paper surveys. From those results, the City could design further engagement efforts to continue engaging with the diverse constituencies described in this report and the appendices. .

Appendix A:

All Targets and Messaging

Student Group	Public	Messaging
A	Residents ages 20-25	To see a change, you have to be the change. By providing feedback to the city government, you can help to spice up Silverton to create a youthful and exciting environment. Just because you've settled down doesn't mean you have to settle.
A	Residents identifying as Hispanic/ Latino	It's time for the city of Silverton to infuse the cultures of its citizens into events. Silverton is on a mission to celebrate all ethnicities and cultures in everyday life. This will only come to fruition if we can all speak on what we want to see more of.
B	Residents ages 25-35	**Primary:** Whether its concerns about land use policy, careers, health and safety, or future opportunities for your kids, your opinion matters. Help shape the community that you want by completing Silverton's annual citizen survey this June. **Secondary:** Young adults are among the least represented in terms of survey feedback from the Silverton community; however, your opinions matter. Make yourself heard by completing the 2020 Silverton survey.
B	Residents ages 36 - 60	**Primary:** The future can be intimidating, with worrying about job security to future retirement plans, but by completing the annual Silverton survey, you can express what matters to you and take better control of your future. **Secondary:** Adults over the age of 35 make up a majority of the Silverton population. Exercise your right to having a stake in the community and fill out this year's survey, coming to you this June.

C	Small business owners	**Calls to action:** • Businesses are a BIG part of our small town. We value your input! • You've invested in Silverton. Now, weigh in on its future! • Local businesses of Silverton, your perspective matters. **Primary messaging (phase 1):** Will you help us shape the direction of our town's future? Businesses are a BIG part of our small town… which isn't a mystery considering 7% of residents own one! Given our town's unique love for all things local, we want to partner with YOU, business owners, on a very important issue: surveying. Right now, Silverton's annual survey isn't reflective of our whole community and that's a problem. Key demographics, such as residents aged 55 and under, aren't participating! As local business owners, we value your input. After all, you have a finger on the very pulse of town life (and an obvious interest in its development). It's time we talk. Together, we can strengthen feedback loops for greater community connectedness and more informed policy decisions. **Secondary messaging (phase 2):** Ready, set, survey! The City of Silverton is seeking input from local business owners regarding the future of our small town. Together, we hope to capture more voices in the city's annual survey. Please join us for an exclusive evening at (location TBD) to jumpstart this special initiative. As part of Silverton's first Business Focus Group, you'll get to weigh in on public survey strategy and be community representatives. We look forward to collaborating!
C	School district (parents)	**Primary Messaging:** A safe town is a safe home. As children grow, so does their independence. The city of Silverton and the Silver Falls school district will be foundational and the first step towards a promising future. Getting involved in the community can ensure that your children will be on the right path to a happy, successful adulthood. **Secondary Messaging:** Parent-family-community involvement is a solution to the school dropout crisis. Regardless of family income, education or background parent involvement fosters partnership and positively impacts student achievement. (National Education Association)
D	Commuters (whether working or living in Silverton)	**Primary messaging for commuters:** Silverton is a commuter's paradise. The availability of affordable housing makes the small town experience accessible to everyone. **Secondary messaging for commuters:** You choose where you live and work with care. Silverton cares about your opinions, concerns, and well-being. Cultivate your relationship with the locality by taking the Silverton Community Survey.

D	Young Adults	**Primary messaging for young adults:** One of the first markers of independence is finding your own home. With affordable housing and the small-town feel, Silverton is the perfect place to settle down and start the rest of your life. **Secondary messaging for young adults:** Voice your opinions! Make change in your local community! Work with Silverton's local government to make Silverton a place you can be proud of by participating in the Community Survey.
E	Residents ages 22-34 ("Millennials")	**Primary:** In the past, the city of Silverton hasn't done the best job communicating with our younger citizens. Our social media rebrand will introduce a new way to engage and connect the younger members of our community with our city. Stay up to date by following our social media platforms! **Secondary:** We recognize that following your "small town's" social media page probably isn't on the top of your priority list. However, we think you'll be pleasantly surprised by the enjoyable content and community engagement.
E	Renters in Silverton	**Primary:** Do you have concerns with your rental property? Do you want your voice heard? The City of Silverton wants to make sure your concerns are addressed! Start by following the City of Silverton on Facebook, Instagram and Twitter! Here you will find links to surveys that will go directly to City of Silverton analysis. **Secondary:** By following Silverton on social media you'll be the first to know about local events, community projects and other exciting involvement opportunities where you can contribute to the improvement of Silverton.— from travel advisories to weather reports, from community events to public works projects- our social media will tell you what you need to know about your city.
F	Residents and potential residents between the ages of 18-34	"Creating an easier way to share your voice and be apart of the Silverton community" "Silverton is growing and it's now represented online as well with our social media relaunch" "Learn how we are putting your concerns/questions into action through our result-focused posts (Instagram + Twitter) based on the polls, that has quoted responses from government officials" "Plant your roots at Silverton and meet the persona of Silverton, 'Silver Cedar' at local events/meet-ups specifically for the community of 18-34 year olds"

F	Potential and current single-income households	"Accessible online posts/polls for those in single income housing regarding the affordable housing policy changes" "Creating awareness about the project by partnering with local businesses" "Encouraging Silverton residents to interact with their community through local events/festivals while simultaneously learning about affordable housing options" "Creating a light-hearted and welcoming atmosphere to inform the single income household audience about affordable housing options with Silver Cedar throughout our social platforms"
G	Adults ages 24-34	Roots run deep but they need to be planted first. You chose Silverton as the place to plant your family tree, let our community help you grow.
G	Young adults ages 18-23	Your happiest hour is the one spent living in the moment. Come outside. Grab a drink. Laugh with friends. Join our community.
H	Parents of high school teenagers	From driving your kids to practice to cheering them on at their extracurriculars- these moments are fleeting - staying connected and cultivating a well-informed community that not only benefits your children, but you as well is vital to maintaining the camaraderie and tight-knit community of Silverton.
H	High school students	From who scored the winning touchdown at Friday night's football game to where this year's prom is going to be held- social media keeps you and your friends up to date. Follow the Silverton City Instagram to stay in the loop with matters that will shape your high school experience as you know it.

Appendix B:

Group C's Focus on Questions

WHAT KIND OF QUESTIONS CAN BE REMOVED FROM THE SURVEY?

First, cross-reference data available via the US Census and eliminate overlapping questions posed by the survey. For example: income, education, employment, household occupancy questions.
Second, shorten questions that are asking the same thing in different ways.

WHAT KIND OF QUESTIONS ARE MISSING FROM THE SURVEY?

General demographic questions to consider adding:
- Questions which determine whether residents are single / dating / married / have kids

Community questions:
- Local events feel accessible and relevant to me (strongly agree, agree, disagree, etc.)
- If you could live anywhere else in Oregon, where would it be and why?
- When reporting an issue to the city, I prefer to A) call B) submit an online form C) go in-person to city hall

Business-owner specific questions (For example, to ask at focus groups):
- Local businesses receive adequate support from the city (agree, disagree, etc.)
- Silverton's public utility network has negatively impacted my business operations (agree, disagree, etc.)
- Why is Silverton a good place (or not a good place) to own a business?
- As a business owner, what is the biggest challenge you've faced operating in Silverton?
- How can Silverton better assist business owners with this challenge?

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