



City of Redmond Community Engagement Plan

Winter 2016 • Public Relations Campaign

Erica Hawley • Public Relations Undergraduate
Wendy Ames Dionisio • Adjunct Instructor • Public Relations

Acknowledgements

The author would like to thank Redmond City Manager Keith Witcosky, Redmond Communications Manager Heather Cassaro, and the residents of the City of Redmond for making this campaign possible. We would also like to thank our professor, Wendy Ames Dionísio, for her guidance and support throughout the development, execution, and evaluation of this project.

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

Marc Schlossberg, SCI Co-Director, and Associate Professor of Planning, Public Policy, and Management, University of Oregon

Nico Larco, SCI Co-Director, and Associate Professor of Architecture, University of Oregon

Megan Banks, SCYP Program Manager, University of Oregon

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.



Course Participants

Scott Kincannon, Public Relations Undergraduate

Ashlee Peterson, Public Relations Undergraduate

Lindsey Whitehouse, Public Relations Undergraduate

Nicole Winer, Public Relations Undergraduate

Table of Contents

Executive Summary	7
Introduction	8
Background	8
Situational Analysis	9
Internal Factors	
External Factors	
Competitors	
SWOT Analysis	
Key Publics	11
Opportunity Statement	12
Communication Plan	12
Goal	
Short Term Objectives	
Strategies	
Tactics	
Timeline	
Evaluation	21
Recommendations	24
Appendices	28
Appendix A: News Release	
Appendix B: Email Pitch	
Appendix C: Event Flyer	
Appendix D: Recommended Accounts to Follow on Twitter	
Appendix E: Poll Setup Instructions for Twitter and Facebook	

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

Over the course of 10 weeks, students in Public Relations Campaigns (J454) at the University of Oregon collaborated with City of Redmond officials and staff to identify goals, objectives, target audiences, strategies, and tactics that would help to increase civic engagement among the residents of Redmond.

The ultimate goal of the project was to create community engagement between the public and city hall. In hopes of reaching this goal, students identified the target audience as citizens between the ages of 25 and 45 and developed two objectives:

- Increase awareness of city events among the target audience
- Create civic engagement online among the target audience

To accomplish these objectives, students created the following deliverables:

- News release for the joint meeting with Deschutes County (Appendix A)
- Email pitch to accompany the news release (Appendix B)
- Event flyer for the joint meeting with Deschutes County (Appendix C)
- Social media calendar
- Five Facebook polls
- Video blog, shared on Facebook
- List of accounts to follow on Twitter (Appendix D)

The students were able to execute and evaluate all planned tactics. The Facebook poll questions that students posted received an average of 44.4 answers, with 50% of the 221 total poll responses coming from individuals between the ages of 25 and 49. By the end of the evaluation period, the video blog had received 749 views, 27 likes, 15 comments and three shares. Students sent the news release to the City of Redmond's media list, and the Bend Bulletin published the event details in the paper's events calendar. The news release and event flyer was also sent to the Redmond School District, and they posted the event flyer on the district's online event calendar.

Going forward, students recommend that the City of Redmond continue to distribute news releases for upcoming events and create digital and print flyers that visually communicate event details to the public. Redmond can also implement a new program in which the city manager or a city official visits local schools. This program would serve as a direct way to strengthen the existing relationship with the school district and has the potential to educate and spark interest among children and their families about local issues and events. Students further recommend that the City of Redmond continue to use social media platforms, create and share video blogs, and develop online polls to engage residents. Finally, students suggest that Redmond hire a social media intern to assist in creating and publishing social media content in the next six months.

Introduction

Over a 10 week period, the City of Redmond collaborated with students in Public Relations Campaigns (J454) at the University of Oregon to develop a strategic plan that would increase communication with residents and improve civic engagement. The objectives, strategies, and tactics presented in this report aim to increase feedback and engagement specifically from residents between the ages of 25 and 45 regarding city matters.

Background Information

Redmond is known statewide for its ability to initiate projects and implement programs that aim to best serve current and future residents, including young families and retiring baby boomers. The City of Redmond contains the region's only commercial airport and is conveniently located near the US Highway 97 and US Highway 126. The business-friendly climate created by city leadership fosters successful business growth for traditional family-owned enterprises, high tech businesses, and internet-based corporations. The town offers a growing entrepreneurial community, great weather, accessible trails and bike paths, quality schools, and multiple recreation destinations.

Currently, feedback regarding local issues and city planning is lacking from a crucial demographic: Adults between the ages of 25 and 45. Therefore, the City of Redmond reached out to the University of Oregon's School of Journalism and Communication to develop a strategic plan that will help increase communication between and the city and younger residents.

Situational Analysis

Current Situation

Although population growth has slowed over the past few years, Redmond continues to welcome new residents. Redmond is currently home many retirees, Latinos, and young families, with families accounting for 68% of all households. The city's average household size is approximately 2.61. With continued population growth and subsequent commercial and residential development, there is great potential for effective collaboration between the City of Redmond and its residents.

Internal Factors

Due to the City of Redmond's relatively conservative budget, officials first look to improve upon existing methods of communication before implementing new and potentially costly communication systems. Members of local government presently note a high level of engagement from senior citizens in Redmond but hope to obtain more feedback from residents between the ages of 25 and 45. On a monthly basis, Redmond mails 9,000 copies of surveys to residents who use city water services. The survey is attached to the monthly water bill, and the city receives a response rate of about 10%. 90% of the surveys completed and sent back are from residents 50 years of age and older.

External Factors

Redmond's population consists largely of working class families, and due to busy work-life schedules, there may be a lack of free time for residents to volunteer or become actively involved in city matters. The topics of city discussion may also be presented in a way that does not evoke the interest of residents, which can result in decreased incentive for residents to communicate with the city or attend city hall meetings. Many government institutions are beginning to communicate with citizens via email, text, and social media as a way to overcome residents' lack of time, interest, or both. This trend will likely continue to grow as technology continues to serve as a primary method of sending and receiving information. Although the tech-based form of communication has been effective in reaching large audiences, it also leaves out certain demographics that struggle to understand technology or those who lack access to it.

Table 1: City of Redmond Community Engagement Plan SWOT

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Affordable living • Family oriented community; recreation center for children • Young families comprise a large portion of the population, and parents have a strong influence within the community • Strong religious backgrounds, which may help to motivate residents' involvement in the community • Growing Latino population, which increases diversity within community • Approximately 10% of citizens over the age of 50 respond to the attached water bill mailed survey • Growing population: 52% of residents moved to Redmond in the past 10 years • City website is informative, professional and user-friendly 	<ul style="list-style-type: none"> • Low average income may limit access to resources and technology • Lack of feedback from citizens ages between 25-45 • Monthly newsletters only reach residents who receive a water bill from the city via mail • Low engagement on social media accounts • Lack of diversity within government may hinder ability to reach a broad demographic • Residents generally don't have a strong grasp of technology and social media, which may create difficulties when trying to reach them via email and social media
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Redmond's median age of 34 makes new tech-based communications easier to implement • Opportunity for new residents to know more about the town and what it has to offer • Government has the opportunity to educate themselves and the community about social networking and technology with the implementation of educational workshops • Surveys can provide local government with information about what residents want and need • Branding and social media reconstruction can improve communication within the community 	<ul style="list-style-type: none"> • The use of and emphasis on new media over traditional media may inadvertently exclude older publics or create a new communication gap with those over the age of 50 • Lack of diversity within government can create tension within community • Bend is 20 miles away and, although it is a more expensive area, the city has many attractions that can lure residents away from Redmond.

Key Publics

Because every resident in Redmond is an important and relevant public, dividing residents into three separate groups based on age will help narrow the focus of this campaign.

- Working class families between the ages of 25 and 45
- Residents under the age of 25
- Residents above the age of 50

This campaign primarily targets working-class families with heads of household between the ages of 25 and 45. This public has proven to be the least receptive to previous outreach efforts, likely due to busy lifestyles and a lack of flexibility in personal schedules (i.e. work and/or children). These residents gain information from local schools, government officials, media outlets such as television and radio, and social media.

Other relevant publics are citizens under the age of 25 and citizens over the age of 50. Redmond residents under the age of 25 are an essential public moving forward because they have a strong influence on the town in the near future. Data show that residents above the age of 50 respond most frequently to surveys enclosed with the monthly utility bill and the seasonal newsletter. These individuals respond to information from government officials and traditional news media. However, many older members of the community face difficulties in using technological communication due to digital media illiteracy. Although the campaign will not specifically target citizens over the age of 50, they remain extremely relevant to city hall's efforts to increase engagement because this audience proves to be the most responsive in the community.

As this campaign aims to improve the two-way communication between Redmond residents and its city officials, it is imperative to include local government and city officials as a relevant public. Officials work under the mayor but are ultimately dependent on the community to function properly. Similarly, city officials and council members often base decisions on information in news media and other neighboring city governments. The ultimate goal is to establish an efficient method of communication between city hall and residents, so members of Redmond's local government hold as much relevance to this campaign as residents do.

Opportunity Statement

The City of Redmond has the opportunity to evolve with their growing population by improving upon and implementing new methods of communication that help to increase awareness and engagement in community events.

Communication Plan

Goal

The overarching goal of this public relations plan is to encourage residents to engage with city hall and become more involved in their community.

Short-term Objective #1

The first short-term objective is to increase awareness about Redmond's current events among citizens between the ages of 25 and 45, by February 21, 2016

A. Strategy 1 – Media Relations

- i.* Tactic 1: Create a news release for the “Joint Meeting with Deschutes County Commissioners” that will take place on February 23, 2016
 - Students created a news release for the “Joint Meeting with Deschutes County Commissioners” that outlined the topics from the meeting’s agenda. The news release was sent to City of Redmond’s media contact list on Thursday, February 18, 2016. The Bend Bulletin included the meeting in the paper’s weekly events calendar on February 22, 2016
- ii.* Tactic 2: Create an email pitch for the news release and send it to local news reporters and bloggers
 - Students drafted an email pitch for the news release. However, the pitch was not used to send the news release to the media contact list because the city already has well established relationships with media contacts. The email pitch was used to send the news release and event flyer to Redmond School District Public Information Officer, Kelly Richard

B. Strategy 2 – Event Promotion

- i.* Tactic 1: Create a call-to-action flyer about the “Joint Meeting with Deschutes County Commissioners;” distribute the flyer via email to schools in the Redmond School District to create awareness among parents; print flyers and post them on school bulletin boards: Sage Elementary, Tom McCall Elementary, Vern Patrick Elementary, John Tucker Elementary, Ma Lynch Elementary, Elton Gregory Middle School, Obsidian Middle School, Redmond High School, Ridgeview High School
 - Students created an event flyer for the “Joint Meeting with Deschutes

County Commissioners” and distributed it to the Redmond School District’s public information officer, Kelly Richard. The flyer was posted on the Redmond School District’s online event calendar. After discussing distribution methods, students agreed it was more efficient to send the flyer to the Redmond School District office rather than to each school individually. The flyer was also sent to Redmond Learning Center and Child Care Operations Director, Sheila Collins and Executive Director, Arlene Gibson, but a response was not received. Because the flyer was published online, the student team agreed that printing and posting the flyer on school bulletin boards was unnecessary. Given limited time to execute the plan, students chose instead to focus on implementing our other tactics

ii. Tactic 2: Reach out to school PTAs and Redmond Learning Center and Child Care

- Because the event flyer was published on the Redmond School District website, the student team agreed that it was not a priority to reach out to individual PTA groups at this time

Short-term Objective #2

The second short-term objective is to increase online civic engagement between city officials and residents ages 25 through 45, by February 21, 2016

A. Strategy 1 – Social Media

i. Tactic 1: Utilize Hootsuite to manage social media, schedule posts, and access analytics

- Due to certain policies that the City of Redmond must obey, students were not permitted to directly access the city’s Facebook and Twitter page. Therefore, students decided to use Hootsuite’s 30-day trail to gain partial access. Through Hootsuite, students were unable to access Facebook analytics, however Twitter analytics were available

ii. Tactic 2: Improve the City of Redmond’s Facebook page; create polls about city-related topics to obtain responses from residents; post polls during peak hours of the day (1 p.m., 3 p.m., 5 p.m., 7 p.m., 10 p.m.); promote and boost Facebook polls during peak hours of the day; create and post one 30-second video blog featuring City Manager Keith Witcosky; draft posts about upcoming events

- To increase engagement between city officials and residents, the students created five polls that were posted on the City of Redmond’s Facebook page. The polls each received an average of 44.4 responses and provided city officials with valuable information – proving to be a successful tactic for reaching residents. Of the 221 total responses, 50% came from residents between the ages of 25 and 49, which is within close range of this campaign’s target audience. The students hoped to promote the posts on Facebook for a small fee in order to receive more responses but were unable to do so due to budget constraints

Image 1: Civic Engagement Poll Result

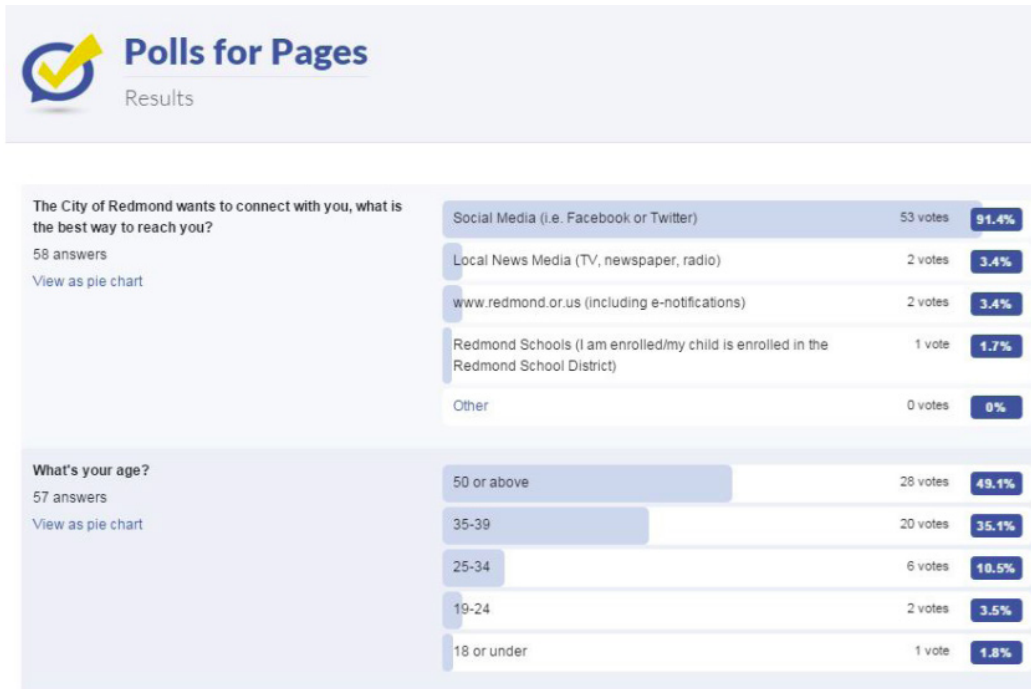


Image 2: Civic Engagement Poll Result



Image 3: Civic Engagement Poll Result



Image 4: Civic Engagement Poll Result



The student team also drafted posts about current events in Redmond, but the posts were not published on the city's social media accounts.

Image 5: Civic Engagement Twitter Posts



A video blog was recorded, edited, and published on the city's Facebook page. City Manager Keith Witcosky recorded the message himself on an iPad and sent it to the student team to edit. The video received 768 views, 27 likes, 15 comments, and 3 shares. This response is much greater than Redmond's average written post. The end of the video included a call to action directing viewers to the City of Redmond's website for more information.

Image 6: Civic Engagement Blog Image



Image 7: Civic Engagement Blog Image



iii. Tactic 3: Improve the City of Redmond's Twitter account; create polls about city-related topics to obtain responses from residents; post the polls during peak hours of the day; retweet relevant Tweets from other account; follow the Twitter accounts of relevant city departments and officials; follow three neighboring cities to help build relationships and increase awareness of events in Redmond

- The students' intentions were to improve the city's Twitter account by posting poll questions as original tweets, retweeting relevant tweets from other accounts, and following new accounts. However, this tactic did not go as planned: The city currently uses a software program that forwards every Facebook post to Twitter, as shown in the images below. However, it may be more effective to share the poll questions as original tweets that do not require users to visit a separate website

Image 8: Civic Engagement Twitter Poll Posts



The students also retweeted relevant tweets to offer a broader variety of information for followers on the city's Twitter account

Image 9: Civic Engagement Twitter Retweet

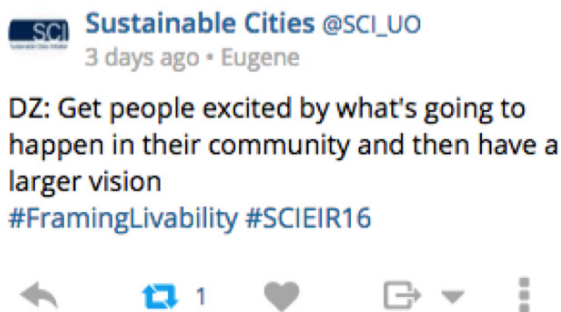


Image 10: Civic Engagement Twitter Retweet

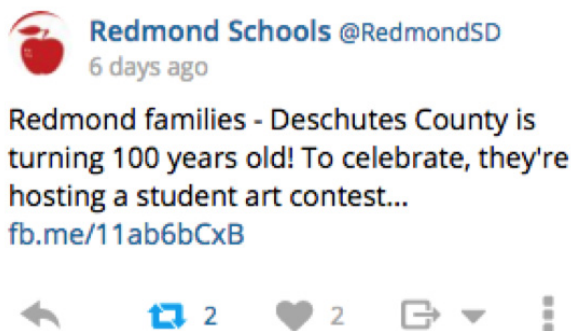


Image 11: Civic Engagement Twitter Retweet

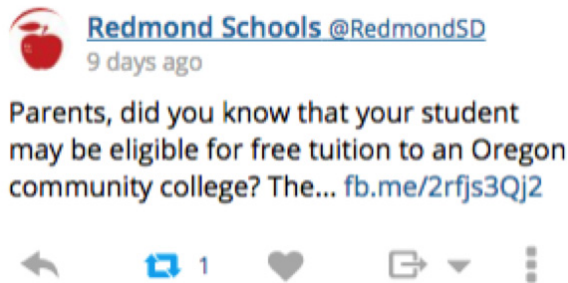


Image 12: Civic Engagement Twitter Retweet



In addition, students suggested following more accounts on Twitter and obtained approval to follow 13 new accounts

See Appendix D for the list of recommended accounts to follow

iv. Tactic 4: Develop a social media calendar; create a weekly calendar that outlines when to post content on Redmond's social media platforms

- The students developed a social media calendar to help the communication department know how and when to post content on social media. According to PR daily, the peak hours for social media activity are 1 p.m., 3 p.m., 5 p.m., 7 p.m., and 10 p.m.

Image 13: Civic Engagement Social Media Calendar

February							2016
TWITTER // FACEBOOK // FACEBOOK + TWITTER // HOOTSUITE							
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	
	1	2	3	4	5	6	
7	8	9	10	11 DRAFT AND SUBMIT FIVE POLLS AND POSTS FOR SOCIAL MEDIA ACCOUNTS	12 POST POLL ONE AT 3pm SUBMIT LIST OF SUGGESTED TWITTER ACCOUNTS TO FOLLOW TO HEATHER	13	
14 POST POLL TWO AT 11am	15 FAVORITE AND RETWEET TWEETS	16 FAVORITE AND RETWEET TWEETS	17 POST POLL THREE AT 11am	18 FOLLOW 13 NEW ACCOUNTS FAVORITE AND RETWEET TWEETS	19 POST VIDEO BLOG AT 7am POST POLL FOUR AT 3pm	20	
21	22 POST POLL FIVE AT 9am	23	24	25		12	
13	14	15	16	17	18	19	

Timeline

Table 2: Civic Engagement Calendar

Week 1 <i>Feb. 1-7</i>	Create event flyer Create new release Create Social Media Calendar Interact with online audience (i.e. likes, favorites, retweets) as necessary Post poll on Friday
Week 2 <i>Feb. 8-14</i>	Implement Social Media Calendar Distribute/post event flyer Email news release to local news station Schedule facebook and twitter posts via hootsuite on a daily basis that follows social media calendar Respond to residents' posts (i.e. comments, shout-outs, retweets) as necessary Post polls (one on Tuesday and one on Friday)
Week 3 <i>Feb. 15-21</i>	Film and post 30 second video blog for Facebook Respond to residents' posts (i.e. comments, shout-outs, retweets) as necessary Post polls (one on Tuesday and one on Friday)

Evaluation

Overall, the proposed tactics proved to be successful and produced favorable results.

Short-term Objective #1

The first short-term objective was to increase awareness about Redmond's current events among citizens between the ages of 25 and 45

A. Strategy 1 – Media Relations

- i.* Tactic 1: Create a news release for the “Joint Meeting with Deschutes County Commissioners” that will take place on February 23, 2016
 - Choosing to create a news release to highlight the “Joint Meeting with Deschutes County” was a successful tactic. The student team coordinated with Deschutes County Administration’s Public Information Officer, Whitney Malkin. This collaboration guaranteed the relevance and accuracy of the content incorporated in the news release. The simple method of reaching out to Redmond’s existing media contacts to inform them about this unique meeting with a news release increased awareness when it was published on Bend Bulletin’s website
- ii.* Tactic 2: Create an email pitch for the news release and send it to local news reporters and bloggers
 - The email pitch prefaced the attached materials and was written in a personable tone that conveyed Redmond’s dedication to increased civic involvement. It also emphasized the recipient’s potential benefits if they were to publish the news release, which gave new contacts incentive to share the materials they received. The student team emailed a new contact, Redmond School District’s Public Information Officer, Kelly Richard, to share the news release and flyer in hopes that the materials would reach the target audience for this campaign. In this case, the email pitch helped to develop a new relationship. While Redmond does not regularly use email pitches when sending news releases to its current media contact list, the students found that implementing this practice with new, prospective contacts may increase the contact’s receptiveness and responsiveness to the attached materials

B. Strategy 2 – Event Promotion

- i.* Tactic 1: Create a call-to-action flyer about the “Joint Meeting with Deschutes County Commissioners”
 - The “Joint Meeting with Deschutes County” event flyer was published on Redmond School District’s online calendar. The student team found that incorporating relevant visuals more effectively grabbed the target audience’s attention, as compared to using traditional text-heavy event

flyers. Also, because the flyer was created digitally, it could be easily shared on a variety of social media platforms. The flyer was sent to the school district Public Information Officer, via email along with the email pitch; the combination proved to be an effective pairing for the new contact

ii. Tactic 2: Reach out to school PTAs and Redmond Learning Center and Child Care

- Because the event flyer was published on the Redmond School District website, the student team agreed that it was not a priority to reach out to individual PTA groups at this time

Short-term Objective #2

The second short-term objective was to increase online civic engagement between city officials and residents ages 25 through 45, by February 21, 2016

A. Strategy 1 – Social Media

i. Tactic 1: Utilize Hootsuite to manage social media, schedule posts and access analytics

- Due to certain policies that the City of Redmond must obey, students were not permitted to directly access the city's Facebook and Twitter page. Therefore, students decided to use Hootsuite's 30-day trail to gain partial access. Through Hootsuite, students were unable to access Facebook analytics, however Twitter analytics were available

ii. Tactic 2: Improve the City of Redmond's Facebook page by creating unique polls and sharing a video blog

- The student team found that the Facebook polls not only promoted civic engagement but also gave city hall feedback on how to effectively communicate with residents and what matters most to them. Poll one received the most replies, with 58 responses recorded. The student team notes the higher level of response to question one may be due to the fact that it was the first poll of the series and therefore perceived by the audience as something new, innovative, and interesting. Poll two received the least number responses. The students believe the lower response rate may be because this particular post was published for a shorter amount of time. The question also did not include an introduction like poll one, which may have negatively influenced the response rate. Poll four received the most responses from the target audience. Twenty-eight users noted they were between the target age range for this campaign: 25-49. Overall, the poll series proved to be a creative digital approach to gaining immediate feedback from Facebook users, while also reminding residents that Redmond City Hall cares about what residents have to say
- A key component of the video blog's success was the video's warm, personable, and energetic tone. City Manager Keith Witcosky received positive responses to the video both online and in person. The student team suggests posting a video blog at least once a month to help

improve Redmond's community engagement

iii. Tactic 3: Improve the City of Redmond's Twitter account

- Twitter would provide an opportunity to connect with a younger demographic compared to Facebook. Although the student team notes that following new accounts and sharing polls from Facebook helped to improve the Redmond Twitter account, there is room for continued growth, and unique polls created and shared on Twitter would likely yield more results

iv. Tactic 4: Develop a social media calendar

- The calendar worked to ensure that social media posts were shared in a timely manner and on a regular basis. This helps to maintain consistently open lines of communication with residents, while also keeping residents aware of current and upcoming events

Recommendations

Media Relations

Table 3: Media Relations Recommendations

MEDIA RELATIONS RECOMMENDATIONS	
Short-Term	Long-Term
Write a news release about an upcoming event that is open to the public and distribute the news release to media list contacts	City Hall has an established media contact list and already practices sending out news releases for certain events when necessary. Students recommed City Hall continue to send news releases about events to their media contact list because it is an effective way to dissmineate information and raise awareness

Table 4: Event Promotions Recommendations

EVENT PROMOTION RECOMMENDATIONS	
Short-Term	Long-Term
Students recommed creating an event flyer for an upcoming event that is open to the public. Visually presenting information is an effective way to capture the attention of an audience. Once the flyer is created students recommend sending it to the Redmond School District.	Now that the City of Redmond has formed a relationship with the Redmond School District, students suggest implementing a new program in which the city manager or a city official visits local schools to educate and spark interest among children and their families in regards to community issues and events.
Additionally, students suggest sharing the event flyer digitally on the City of Redmond’s Facebook page, Twitter page, and website, and in print on bulletin boards around town, and sending it to the media contact list along with the press release.	

Table 5: Social Media Recommendations

SOCIAL MEDIA RECOMMENDATIONS	
Short-Term	Long-Term
<p>Hootsuite: We recommend the City of Redmond upgrade to Hootsuite Pro to improve efficiency in sharing content and create consistency throughout all social media accounts. After a 30-day trial, the cost will be \$9.99 for an annual plan.</p>	<p>Communications Intern: Within the next six months, we recommend the City of Redmond’s communications department hire a communications intern to assist with all social media matters. We feel this would be helpful in the creation and distribution of content in a consistent and timely manner. Some tasks that the communications intern would be responsible for would be drafting social calendar that includes but is not limited to content, polls, and video blogs. In addition, the intern would also push out approved content during strategic times of the day and week.</p>
<p>Twitter: We suggest uploading a new twitter cover photo that is preferably the same as the Facebook cover photo to establish a cohesive brand across all social platforms</p>	<p>Instagram: We believe creating an Instagram account would benefit the City of Redmond. Younger audiences are more likely to respond to visual content, so Instagram can help improve engagement between government and younger residents.</p>
<p>Video blogs: Because the amount of positive feedback the video blog received, we recommend posting at least one more video blog within the next 30 days to keep residents informed and engaged. Based off the video blog’s feedback, we believe it is an efficient way to relay important messages to residents. We recommend posting one every other week over the next 60 days.</p>	<p>Video blogs: We suggest the City of Redmond continue to share video blogs on a regular basis. The videos may be uploaded first to YouTube, then shared across other social platforms.</p>

Online polls: We recommend continuing to share polls on social media to gather feedback from residents. By creating original polls on both Twitter and Facebook, the city will receive valuable responses from different audiences. The primary demographic on Twitter is younger than that of Facebook, so separate polls on these two platforms will generate differing responses and provide Redmond officials with more accurate data. Ideally, we suggest sharing polls once per week over the next 30 days in an effort to get residents in the routine of responding to the polls.

Conclusion

The student team found that residents responded favorably to news releases, event flyers, social media content, video blogs, and digital polls. By continuing to improve upon existing forms of communication and incorporating new digital communication tools, the City of Redmond can continue to effectively engage the city's younger demographic of 25 to 45 year olds. Doing so will allow Redmond to obtain more feedback from younger residents and help city officials better understand how to manage the city to serve the wants and needs of current and future residents.

Appendix

Appendix A: News Release

Image 14: Civic Engagement News Release



CITY HALL
716 SW EVERGREEN AVE
REDMOND, OR 97756
541.923.7710
FAX: 541.548.0706
www.ci.redmond.or.us

February 11th, 2016
NEWS RELEASE

FOR IMMEDIATE RELEASE

JOINT MEETING BETWEEN CITY OF REDMOND & DESCHUTES COUNTY COMMISSIONERS

Key topics include County Centennial and 9-1-1 Levy

REDMOND, Ore. -- The quarterly joint meeting between the City of Redmond and Deschutes County Commissioners will be held on Feb. 23, 2016, at Redmond City Hall in Conference Room A.

Key topics include:

- **The County's Centennial.** This year, 2016, marks Deschutes County 100th anniversary. To celebrate the county's history, the Deschutes County Historical Society and a committee of citizen volunteers have planned a year-long celebration that will bring together groups of all kinds through a variety of events and activities.
- **Department of State Lands and County land transfer.** Department of State Lands (DSL) is in negotiations with Deschutes County on a land exchange of industrial lands in southeast Redmond. The City has also been working with DSL and other State Departments on accessibility, infrastructure and other elements under the Large Lot Industrial Project which would make nearby land more attractive to developers and investors.
- **The upcoming 9-1-1 levy.** The County will provide an update on the upcoming 9-1-1 levy. This ballot measure would provide long-term stable funding for 9-1-1 and emergency communications throughout Deschutes County, including the maintenance and operation of a new consolidated countywide emergency radio communications system the district is building in partnership with the State of Oregon. The new radio system, to be built using cash reserves, replaces an outdated, failing system and will provide radio coverage for emergency responders in places where they cannot communicate today.

The meeting, scheduled to begin at 6:00p.m., is open to the public. Residents are encouraged to attend.

For more information please visit www.redmond.or.us.

###

Appendix B: Email Pitch

Image 15: Civic Engagement Email Pitch

To:

From:

Subject: City of Redmond and Deschutes County Commissioners Seek Resident Input at Public Joint Meeting

The City of Redmond and Deschutes County Commissioners look to hear what residents want and need, and you can educate your (*readers, viewers, audience*) of the worth their voices bring to the future of their county. The Joint Meeting between City of Redmond and the Deschutes County Commissioners serves as a perfect opportunity for your (*readers, viewers, audience*) to get involved with their city and personally experience how influential their presence and voice can be in the process.

Deschutes County Commissioners will meet with the City of Redmond on Feb. 23, 2016, to discuss a variety of key topics that will ultimately shape upcoming development of the county. The public event truly has unlimited potential for dynamic conversation both in preparation for the conference as well as at the meeting itself.

The City of Redmond specifically emphasizes this particular meeting as a unique chance for its citizens to share their input, which can lead to molding the town they call home.

Thank you for your time and consideration. I look forward to our next correspondence.

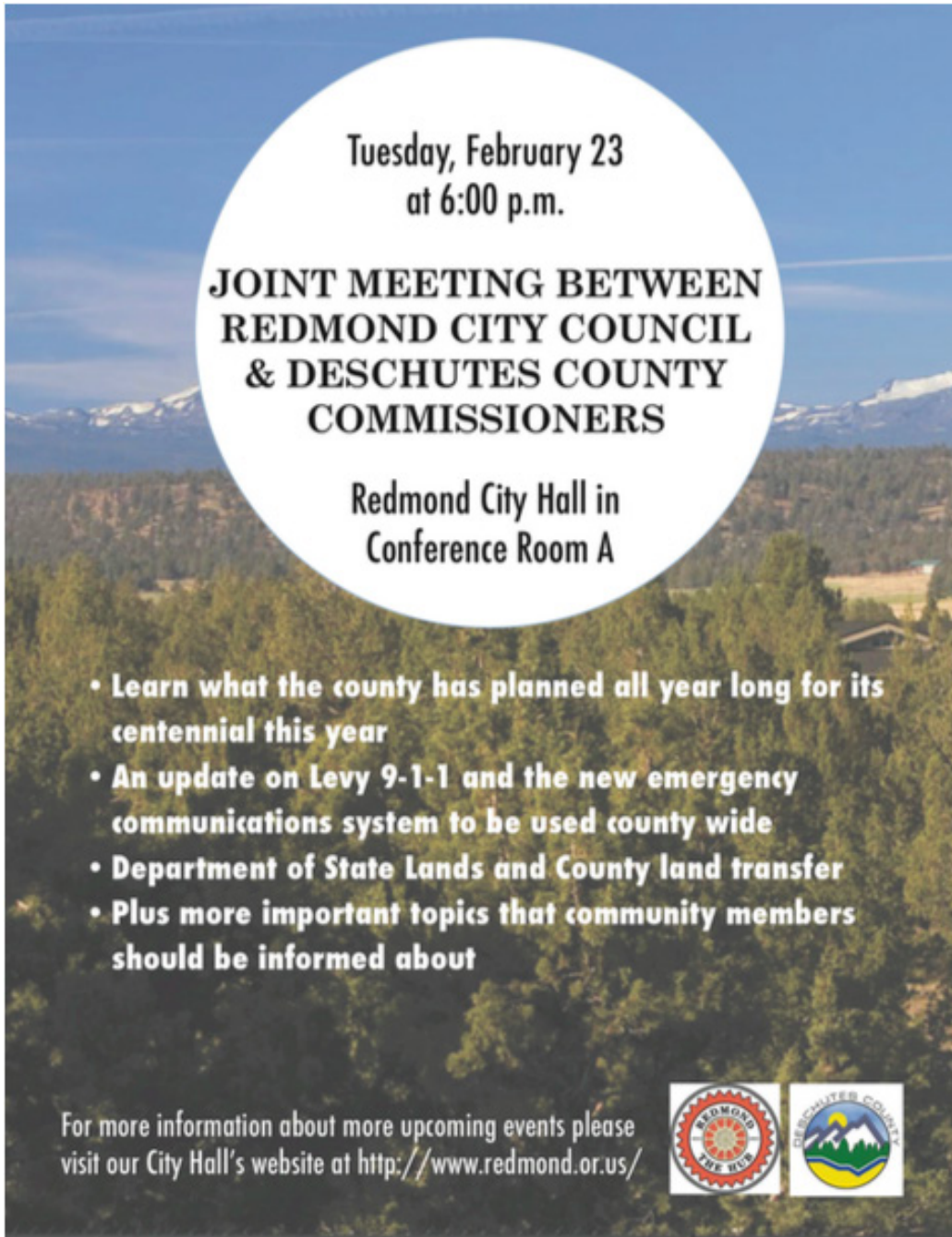
Best,

Signature

Contact Info

Appendix C: Event Flyer

Image 16: Civic Engagement Event Flyer





**Tuesday, February 23
at 6:00 p.m.**

**JOINT MEETING BETWEEN
REDMOND CITY COUNCIL
& DESCHUTES COUNTY
COMMISSIONERS**

**Redmond City Hall in
Conference Room A**

- **Learn what the county has planned all year long for its centennial this year**
- **An update on Levy 9-1-1 and the new emergency communications system to be used county wide**
- **Department of State Lands and County land transfer**
- **Plus more important topics that community members should be informed about**

For more information about more upcoming events please visit our City Hall's website at <http://www.redmond.or.us/>



Appendix D: List of Recommended Accounts to Follow

Image 17: List of Recommended Accounts to Follow

City of Redmond Twitter: recommended accounts to follow

Name	About (Twitter Bio)	Twitter Handle
Sustainable Cities	We are a cross-disciplinary organization at the U of Oregon promoting education, service, research & outreach on the design & development of sustainable cities.	@SCI_UO
Redmond Schools	Redmond School District	@RedmondSD
Geoff Folsom	News and sport for Redmond Spokesman. Looking for story ideas at gfolson@redmondspokesman.com. Attended last major victories for Jack, Tiger and Jordan Spieth.	@GeoffFolsom
Jovi Anderson- Bend Bend Metropolitan Planning Organization	We serve as a forum for cooperative transportation decision-making by all levels of government. Visit http://www.bendmpo.org for more.	@BendMPO
OR Department of Energy	Leading Oregon to a safe, clean, and sustainable energy future.	@ODOEnergy
Redmond Fire Rescue		@RDMFireRescue
Redmond OR Parks		@RDMParks
Jobs in Redmond	Tweets with latest jobs in Redmond	@JobsinRedmond
City Club of Central Oregon	To build a conscious and civic minded community through dialog, education and research that results in responsible civic engagement.	@COCityClub
The Broadside Central Oregon Community College Student Newspaper	Central Oregon Community College's independent student newspaper.	@The_Broadside
Community Scene	The social network for communities. Stay in touch with what's happening in the communities you care about. Promote your events, workshops, and fundraisers.	@community_scene

Appendix E: Poll Setup Instructions for Facebook and Twitter

Facebook Instructions:

Step 1: Log into Facebook account and search for “poll” in the Facebook Search bar along the top of the page. Select the Poll App from the list, or go to: https://apps.facebook.com/my-polls/?fb_source=search&ref=br_tf

[Insert Poll Setup Search image]

Step 2: Click “New poll” then select “form poll” from the list.

Step 3: Input poll title and create an introduction if desired.

Step 4: Click “Next-questions”

Step 5: Add question 1, select question type (e.g. multiple options), and input options. For question 2, ask for the respondent’s age and provide appropriate age range options to select from.

[Insert CE_Poll Setup 1 through 3 images]

Step 6: Click save, then “Next-share,” and select “Post on Timeline”

[Insert CE_Poll Setup 4 image]

Twitter Instructions:

Step 1: Log into Twitter and click in the “What’s Happening” bar along the top of the main page.

Step 2: Select “Add Poll” from the options that come up along the bottom of the “What’s Happening” box

Step 3: Input the question you would like to ask, along with options to select from

Step 4: Select poll length (e.g. 1 day, 2 days) and click “Tweet”

[Insert CE_Twitter Poll Setup image]