



## **Strategic Public Relations Plan & Client Materials**

### **Redmond Wastewater Division**

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## Acknowledgements

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## About SCI

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

## About SCYP

The Sustainable City Year Program (SCYP) is a year-long partnership between SCI and one city in Oregon, in which students and faculty in courses from across the university collaborate with the partner city on sustainability and livability projects. SCYP faculty and students work in collaboration with staff from the partner city through a variety of studio projects and service-learning courses to provide students with real-world projects to investigate. Students bring energy, enthusiasm, and innovative approaches to difficult, persistent problems. SCYP's primary value derives from collaborations resulting in on-the-ground impact and expanded conversations for a community ready to transition to a more sustainable and livable future.

## SCI Directors and Staff

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## About Redmond, Oregon

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

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

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

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



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

## Executive Summary

Over 10 weeks, a team of students in J454, the Public Relations Campaigns class at the University of Oregon's School of Journalism and Communication, conducted primary and secondary research to enhance their understanding of the Redmond Wastewater Division, how it operates, and its position in the City of Redmond and the larger realm of public utilities. This research led the team to better advise the City of Redmond on raising awareness of best wastewater practices.

The students studied public utilities, communication practices, and Redmond residents. The team began the research with two case studies: The Sustainability at Work program in Portland and the communications practices of the Portland Bureau of Planning and Sustainability. These are both organizations in Portland, Oregon, that educate the community about best sustainability practices in the home and office. They developed successful public relations campaigns to raise awareness among a similar audience of household leaders.

This research informed the best practices and shaped the public relations plan that students pitched to Chris Miccolis, manager of the City of Redmond's Wastewater Division. After agreeing upon certain changes, recommendations were approved and the students developed the following implementation plan for the City of Redmond.

The student team created deliverables intended to raise public awareness about best wastewater practices, with deliverables including two public service announcements, an outlined Facebook campaign, educational infographics, and customer surveys. Given the timeframe, the student team was able to create the following deliverables and provide the City of Redmond with recommendations for how to implement them over the next six months.

### Deliverables

- Two public service announcements: Air on local radio stations to broadcast key messaging and to direct listeners to the Wastewater Division website
- Facebook campaign: Post engaging material weekly to inform residents, which will increase awareness of best disposal practices
- Educational infographics: Visual aspect to easily convey best disposal practices, to be sent in mailed bills, posted on Facebook and on website
- Pre-implementation and post-implementation surveys: Key tool to measure awareness of residents and success of campaign

## Introduction

In a wastewater system overwhelmed with non-flushable wipes and oils, the Redmond Wastewater Division calls on dedicated residents to come to the rescue. Redmond is unique in its lack of a river, so the city stores wastewater in dry wells. Treatment of Redmond wastewater consists of two infiltration basins, four clarifiers, disinfection processes, sludge-holding, and a bio-solids handling facility. Wastewater plants primarily treat water that has been flushed, gone down drains, or is disposed of. Unfortunately, due to high rates of organic material being commingled in the wastewater, Redmond's Wastewater Division faces the task of promoting more sustainable disposal practices in order to preserve treatment facilities, preserve the water supply, and to keep utility costs low for residents.

Cooking by day and flushing by night, Redmond household leaders prove influential targets to improve home practices. In an effort to enhance wastewater sustainability practices, the wastewater division targets Redmond household leaders to inform the community, spread awareness and establish best practices with children. The more families are educated about issues with fats, oils, greases (FOGs) and non-flushables, the better the city's chances of creating a lasting mindfulness and ideal wastewater practices. Since 2000, the number of households in the city has grown at an average annual rate of 5.3 percent. Additionally, there is a projected 8,000 new households within 20 years. The City of Redmond is composed of a high percentage of family homes—with families accounting for 68% of all households.

With dreams of infiltration basins and wipe-less drains, wastewater managers struggle to promote practices while saving the pipes. To begin addressing these issues, a team of four students from the J454 Public Relations Campaigns class met with Chris Miccolis, manager of the Redmond Wastewater Division and discussed the best ways to change household waste disposal practices. Throughout the 10-week term, these students developed a campaign to raise awareness about best disposal practices in the home.

This report begins with an overview of the strengths, weaknesses, opportunities, and threats as well as the target audience and key messaging. From there, a situation analysis is provided as well as the overall goal for the campaign. Next, specific objectives are discussed, including strategies and tactics. This is followed by a timeline, budget, and ways to measure and evaluate the results of the campaign, followed by research about best practices in organizations with similar goals. Finally, the implementation plan is presented with the tactics and survey to be distributed to the public.



# Public Relations Research

## Strengths, Weaknesses, Opportunities, and Threats (S.W.O.T.)

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• No competition as sole wastewater treatment plant in Redmond</li> <li>• \$11 million spent on expansion and updates for the facility January 2010</li> <li>• Treated wastewater is used to water hay fields that financially support the City of Redmond</li> <li>• Lots of information available to share with public about sustainability and best practices, such as FOGs</li> <li>• Ability to host educational plant tours for general public</li> <li>• Several clear messages prepared for key publics about sustainability that can be implemented</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Create a cohesive social media presence on several platforms (Facebook, Twitter, Instagram)</li> <li>• Reach out to parents in order to educate children about better practices</li> <li>• Promote the positive side effects that reducing FOGs has on water supply</li> <li>• Create fun and interesting ways to present better practices to children</li> <li>• Introduce children to sustainable daily habits</li> <li>• Encourage the community to compost and participate in other sustainable habits</li> </ul>
<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• No current social media exclusive to wastewater division</li> <li>• Current materials need a redesign to appear more contemporary</li> <li>• Blurred lines among water division, wastewater division, and stormwater division</li> <li>• No direct correlation for customers between reduced FOGs and utility bill</li> <li>• Difficult topic to evoke passion from general population about</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Lack of interest leads to lack of action among Redmond residents</li> <li>• Organic materials put into the water system negatively affects the sustainability of the wastewater division</li> <li>• If better practices don't become more common, more money and time is spent on cleaning water rather than supplying and distributing water</li> <li>• Lack of educational resources and environmental opportunities for composting</li> </ul>

### S.W.O.T. Summary

Due to the lack of direct competition, the Redmond Wastewater Division is able to focus on maintaining its facilities and customer relations. Unfortunately, people are unaware of the best wastewater practices. There is a clear opportunity to reach out to stay-at-home parents and household leaders in order to improve residents' sustainability practices. The lack of immediate financial benefits to Redmond residents for improving their wastewater practices and the stigma associated with them presents a threat to the division.

## Core Problem/Opportunity

The wastewater treatment system for Redmond operates as the sole wastewater treatment facility for the city. With no competition, the wastewater division strives to improve awareness of issues that affect the plant and sewer system (Figure 1), including the threat of FOGs (fats, oils, and grease) to the sewer pipes and non-flushables (wipes, feminine hygiene products, diapers, pharmaceuticals, and rags). Although there are few publications to promote awareness, the key issues and key publics have been established. Limited outreach has occurred between the wastewater division and the general public, and motivation for citizens to change current behaviors needs to be established. Furthermore, there is no current communications director for the wastewater division alone, so any outreach programs established would need to be relatively self-sustaining.

*Figure 1: City of Redmond Wastewater Division Facility*



This lack of interest in best wastewater practices presents the opportunity for the Redmond Wastewater Division to reach out to a new audience in order to teach them about better sustainability habits. The Redmond Wastewater Division now has the opportunity to reach out to stay-at-home parents through new strategies and tactics such as social media, PSAs, and informational material on the website such as an infographic. Parents and household leaders will be easily accessible and have the ability to form healthy habits among their children. The opportunity to improve residents' habits and in turn preserve the wastewater treatment facilities should be capitalized upon and used to create informed citizens that will continue better disposal practices for years to come.

## **Audience**

In order to achieve the goal of raising awareness about best wastewater practices among Redmond residents, students targeted an audience that directly interacts with wastewater every day: Stay-at-home parents and household leaders. Due to the opportunities available among families in Redmond and the effect residential homes can have on improving the wastewater process, household leaders prove to be the proper influential factor. As the City of Redmond targets children and students in a general sustainability campaign, the team encourages Redmond to speak to parents to spread awareness in the home, including to kids. Furthermore, research shows that the City of Redmond is composed of a high percentage of family homes—with families accounting for 68% of all households. Thus, the most effective way to improve the city's pipes and wastewater plans is by changing the practices of families within Redmond households. With a large family demographic and household sizes increasing steadily since 2000--despite national and state trends, residential homes offer the ideal opportunity for improving lasting wastewater practices.

## **Key Message**

To preserve household pipes and city wastewater facilities, Redmond residents should keep FOGs and non-flushables out of the drain and toilet.

## **Situation Analysis**

Although the Wastewater Division facility must comply with a permit enforced by the Oregon Department of Environmental Quality, it does not have any competitors, so there is no immediate threat to the success of the division. However, unless the Wastewater Division spreads awareness of best practices involving FOGs and non-flushables, the facility may become overloaded and demand costly repairs. The Wastewater Division currently has few channels by which to communicate with its customers. In terms of an online presence, the Wastewater Division has one page and five sub-pages on the City of Redmond's website. It is text-heavy and much of the information is outdated. The Wastewater Division does not have a presence on any social media platforms. In terms of communicating with customers, the messaging must be strategic. Wastewater is somewhat culturally taboo; people do not generally want to talk about sewage and FOGs.

# Public Relations Research

## Goal

Increase public awareness of best wastewater practices throughout the Redmond community.

## Objectives

- Increase public awareness of fats, oils, greases, and non-flushables in family homes by 15% among household leaders in six weeks
  - Increase City of Redmond Facebook engagement by five percent
  - Secure agreements with three local radio stations to air wastewater awareness PSAs
  - Increase web traffic by five percent

## Strategies

- a) Create informative and visually engaging posts about best wastewater practices to be published on the City of Redmond's Facebook page.
- b) Distribute two PSAs to local radio stations; one focusing on FOGs, the other focusing on non-flushables.
- c) Redesign web content by creating educational, engaging infographics, and easy-to-read explanations of best wastewater practices. Furthermore, include infographics in mailed utility bills encouraging residents to visit the wastewater website for more information.

## Tactics

- a) Post on the City of Redmond's Facebook page on behalf of the Wastewater Division twice a week. Content will include infographics, tips and data about disposing of FOGs, and information about non-flushables. Content will target stay-at-home parents and household leaders to provide them with information they can easily share with their families, including small children. Posts will encourage users to share content on their own Facebook profiles to spread awareness within their own communities.
- b) Write scripts for two PSAs to be featured on local radio stations. Record them in the KWVA production studio at the University of Oregon. Distribute the PSAs via email to local radio stations in Redmond and Bend. Follow-up with the radio station programmers through email and phone calls, and discuss running the PSAs on-air. Determine the frequency they will run over the next six weeks. According to studies conducted by the Radio Advertising Bureau, adults ages 25-54 listen to the radio during the day more than any other age group, therefore a PSA is a cost efficient and valuable way to reach this target audience.

- c) Design new visual content demonstrating proper wastewater habits through the use of infographics, the Mr. Bacon character, images, and memorable slogans that will target household leaders and their children. Streamline current text-heavy content and update information for accuracy. Include a printed infographic in mailed bills to residents that will direct them to the website for more information.

## Timeline

<b>February 2016</b>	<b>March 2016</b>	<b>April 2016</b>
+Preliminary Survey +Social Media +Record PSAs +Web Page Redesign	+Distribute PSAs +Social Media +Web Page Redesign	+Follow up with radio stations +Social Media +Web Page Updates
<b>May 2016</b>	<b>June 2016</b>	<b>July 2016</b>
+Follow up with radio stations +Social Media +Web Page Updates	+Follow up with radio stations +Social Media +Web Page Updates	+Follow up Survey +Social Media +Web Page Updates

## Timeline Key

**Preliminary Survey:** A survey sent out with mailed bills to gauge residents' current knowledge of best wastewater practices.

**Social Media:** Two Facebook posts per week on the Redmond Facebook page with information about the Wastewater Division and best wastewater practices.

**Record PSAs:** Two PSAs, one focusing on FOGs and the other on wastewater practices, will be recorded and made ready to distribute to radio stations in the Redmond area.

**Distribute PSAs:** The two PSAs will be distributed to local radio stations and be played over the next few months.

**Follow up with radio stations:** After the two PSAs are distributed to local radio stations follow-up emails will be sent in order to ensure that they will be aired.

**Follow up Survey:** A survey sent out with mailed bills to gauge residents' updated knowledge of best wastewater practices following the original survey and the implemented public outreach strategies.

**Web Page Redesign:** Compile information from web page and create infographics in order to make the web page easier for the public to navigate and read.

**Web Page Updates:** The Wastewater Division will continue to update the website with current information.

## Budget

Component	Detail	Unit Price	Quantity	Total
PSAs	Produce PSAs in University of Oregon KWVA studios, distribute to Bend and Redmond area radio stations via email	n/a	2	\$0.00
Facebook Posts	Schedule weekly Facebook posts on the City of Redmond Facebook page	n/a	24	\$0.00
Infographics	Design and distribute infographics about FOGs and non-flushables on Facebook, website, and in mailed bills	\$0.58	500	\$289.99
Website	Update website and redesign some of the text into infographics and visual data	n/a	n/a	\$0.00

## Measurement, Evaluation & Results

The success of this plan will be measured through the evaluation of two surveys: The initial survey that was sent out in February, and a follow up survey that will be sent out in July. The combination of these two surveys will gauge the increase in awareness of better wastewater practices among the target audience over a six-month timeframe. The goal is to increase awareness by 15% among household leaders over those six months.

The goal of increasing Facebook engagement and the Wastewater Division web traffic by five percent will be measured by visits to both the Facebook page and the website. This increase in engagement will be created through the implementation of our scheduled Facebook posts and updated web page information and infographics. These tactics will be conducted in between the two surveys and will allow Redmond to reach the target audience in an efficient manner and in turn will aid in reaching the overall goal of increasing awareness by 15%.

In addition, the two surveys will allow Redmond to evaluate whether or not the proposed tactics and strategies were successful in reaching the target audience and increasing their awareness of better wastewater practices. This information will also give the Wastewater Division the results they need in order to determine what tactics are working and what changes or adjustments need to be made. For example, the post-implementation survey asks residents if they have seen any of the infographics. If most respondents say they have seen them, the city will know that was an effective way to reach residents. The combination of the two surveys and the measurement of increased Facebook and web traffic will give a large range of information that will allow Redmond to measure the increase of awareness among the target audience throughout a six-month timeframe.

# Best Practices

## Best Practices Research

### Similar Organizations

Sustainability at Work and the Portland Bureau of Planning and Sustainability

Best practices are tactics, strategies, campaigns, and initiatives utilized by similar organizations that have proven successful. The process of researching best practices is beneficial when starting any new PR campaign because it creates the opportunity to see what others facing the same challenges have done in order to overcome obstacles. Analyzing and understanding the results of other organizations' best practices allowed the team to see what worked well, what did not, and why. By learning from others' mistakes and successes, the student team was better able to craft successful suggestions for our campaign.

The City of Portland has a goal to reduce waste and to raise the recovery rate to 90% by 2030. The recovery rate refers to the collection of paper and cardboard to a reprocessing facility. In order to reach this large percentage, Portland relied on its Sustainability at Work program and the Portland Bureau of Planning and Sustainability (Figure 2). The City of Portland oversees the Sustainability at Work program, which began in 2007 in order to improve the environmental impact that local Portland restaurants have on the environment. Although the Sustainability at Work program is extremely successful, it exclusively serves businesses and does not reach city residents. Therefore, the City of Portland made the Portland Bureau of Planning and Sustainability responsible for promoting better environmental practices among residents and continues to use Sustainability at Work for teaching businesses how to be sustainable. By using these tactics in conjunction with one another, Portland is able to educate a wide variety of constituents.

*Image 2 : Bureau of Planning and Sustainability Logo*





## Best Practices

### **Business: Sustainability at Work**

Local Portland businesses partnered with a sustainability advisor

Local businesses that want to get involved with the Sustainability at Work initiative can enroll online for a sustainability advisor that will personally assess the business and decipher what tools will help them achieve their sustainability goals. Businesses that enroll with the program also receive a variety of services, at no cost, that will help them stay on track and explore further tactics as they progress. This program addresses the challenge of reaching business owners and employees, and teaches them better habits to improve their environmental footprint.

Students chose this tactic as a best practice because it allows local businesses to have a consistent source for information and support throughout the process of switching to a greener workplace. Because teaching an entire city more sustainable practices can be challenging, providing individual sustainability advisors for each local business is crucial. Sustainability advisors allow business owners and employees to have a direct link to the organization, allowing them the freedom to ask questions and learn more at any point throughout their transition to a greener workplace. Allowing local businesses to have direct access to a Sustainability at Work staff member also creates the opportunity for employees and business owners to receive firsthand training to improve their habits at work and resolve any problems that may arise. Each business is different and is at different stages of greening their workplace.

Sustainability advisors are able to visit and assess each individual business in order to give the correct training, recommendations, and supplies needed to improve the sustainability of the city. Businesses that participate in this program also have the opportunity to apply for certification from the Sustainability at Work organization. Once a business has applied online for its certification, a sustainability advisor will visit the place of business to verify that the qualifications are met. Once a business receives its certification, it is highlighted on the Sustainability at Work website, and the business receives material describing its participation in the program, and receives other promotions that show the public that it is a sustainable business. The certification last for three years and will promote the business from silver to gold when renewed, which allows for more promotional opportunities.

Lessons learned through this campaign were that it is difficult to communicate a lot of information concisely across such a wide audience. Striving to create a more sustainable city requires more face-to-face interactions between local businesses and the Sustainability at Work organization in order to create a more cohesive manner of communicating the necessary information. Business owners and employees require direct information and readily accessible resources in order to begin their journey to sustainability.

## Flyer and letter from Metro

The City of Portland's Sustainability at Work initiative gives Portland businesses the resources to operate compost programs in their establishments. In March 2014, Metro, an elected regional government that serves more than 1.5 million people in Clackamas, Multnomah, and Washington counties, decided to limit the accepted compost materials to just food scraps. Similar to Redmond's Wastewater Division, Metro needed to enact a change in behaviors of customers to address the issue of overloading the processing facility.

Previously, Metro had allowed corrugated cardboard and non-food scraps for ease of the customers. However, upon an increase of use by businesses, the processing facilities became overloaded with too many non-food items. Metro divided the changes into two deadlines to allow businesses to adjust their compost programs to meet the new guidelines. Organizations addressed the issue in several ways with a combination of letters from Metro, the City of Portland, and flyers.

Sending a letter to businesses was effective because it explained the reasons for the service change and the necessary course of action in fewer than two pages. The letter answered the questions "why is this changing?" and "what do I have to do differently?" directly, which would be helpful for a busy business owner or manager.

The flyer (Figure 4) provides a visual aid for what would be accepted in the compost bins following the change in policy, as well as a visual aid for why composting is beneficial to Portland. Finally, the flyer includes a section thanking businesses for their leadership in the composting initiative. The flyer is effective because business owners can post it for employees and customers to refer to and it ensures all businesses understand the expectations.

Figure 4: Flyer distributed by Metro



The materials produced by Metro are effective because they are simple and straightforward. The design of the flyer is user-friendly and serves as an educational resource for employees. The flyer and letter are commendable because they are direct, clear, and informative.

### **Residential: The Portland Bureau of Planning and Sustainability**

#### Online information

The Portland Bureau of Planning and Sustainability (PBPS) uses its website as a primary platform for public outreach. PBPS's website demonstrates some best practices for spreading awareness about a public utility. Similar to the effective Sustainability at Work communications, PBPS uses clear and concise language throughout its website. The website provides a list and a visual chart that defines the food scraps and yard debris acceptable for composting. PBPS makes sure to incentivize residents to use the best, sustainable practices for their public utilities.

PBPS webpage flows logically from broad to specific information, beginning with a video that details food scrap collection. Hosting a video at the top of the website can capture the attention of viewers and better prepare them to digest the information in the text. However, as detailed in the following section, a video may need distribution and promotion in other avenues for the highest return on investment.

PBPS produced an infographic to detail the collection of compost, garbage, and recycling. This visual tool helps residents understand the public utilities system and the communities it serves. The City of Redmond Wastewater Division could produce a similar infographic to communicate best practices for wastewater sustainability. To improve upon the PBPS model, the City of Redmond could focus on visual storytelling and use more concise language. The PBPS infographic is helpful and well organized, but text-heavy.

The primary lesson learned through the PBPS campaign is to create web content that engages and makes a quick, positive impression on the viewer. The information should be presented so the viewer can develop and maintain best practices in public utilities.

#### PBPS YouTube Videos

In addition to their online information for residents about green compost, PBPS produced YouTube videos in late 2011 explaining how to compost and why residents should do it. These videos (Figure 5) were released on its YouTube channel but were not featured on their social media platforms. Through these videos, PBPS targeted some of the issues residents had with composting regularly-- such as which foods and products can be composted, how to keep your kitchen from smelling with an indoor compost pail, as well as how to keep

yard debris bins clean. Featuring a middle age, female homeowner, the footage speaks to local residents who might be managing a household. The videos included information on food scrap collection, kitchen pail care, and roll cart care.

*Figure 5 : Still from YouTube video about composting distributed by PBPS*



This directly relates to Redmond's intent to educate residents on proper wastewater practices. With an effort to regulate the amount of organic solids going down the drain and toxic materials being flushed, it is necessary that the division educate not only restaurants and schools, but homes as well. The creation of an educational and relatable YouTube video for Redmond residents could be extremely beneficial to the promotion of best practices.

While the videos are educational and engaging, a strong manner of distribution would need to be developed to ensure effectiveness. In relation to Redmond's efforts to increase knowledge and best practices in their community, the production of one video targeted towards family home owners should be promoted on the city's website and social media.

## **Best Practices Summary**

A consistent strength throughout the tactics analyzed is the use of visuals and text to convey information in a direct and concise way. In the flyers, online information, and YouTube videos, Metro, and PBPS used visual aids to show beneficial practices. By making these resources readily available online, customers are able to print and post those resources in their homes, which could be implemented by the City of Redmond for FOG awareness. Another strength across all tactics is the focus on sustainability. By promoting these behavior changes as sustainable, the city motivated businesses and residents to change the way they dealt with food waste without monetary incentive. A weakness throughout the practices is the ability to evaluate success in reaching the desired audiences. It would be beneficial to implement more measurable tactics including social media, which come with analytic services.

# Tactics

## Implementation Plan Summary

From January to March, 2016, students in J454 created communication tools to help raise awareness about best wastewater disposal practices among household leaders in Redmond. The campaign strategies detailed below include Facebook posts, two public service announcements, and a web page redesign. These items were created by the team to be implemented by the City of Redmond Wastewater Division over the course of the next six months (ranging until September 2016) and to inspire continued communication efforts beyond this campaign. This implementation plan outlines the proposed tactics, which strategy it addresses, the target audience, a detailed explanation of the tactic and the student responsible for execution.

For Implementation Plan please see Appendix A.

## Facebook Posts

The team's strategy is to create informative and visually engaging posts about best wastewater practices to be published on the City of Redmond's Facebook page. These posts will target stay-at-home parents and household leaders. The posts include visual content including photos and infographics, links to the Wastewater Division website, and other content to raise awareness about FOGs, non-flushables, and the wastewater division itself. The posts will also encourage users to interact with the wastewater division. The City of Redmond communications team has this content and will post as scheduled or as they deem appropriate.

For Facebook posts please see Appendix B.

## Public Service Announcements

The team's strategy is to distribute two Public Service Announcements (PSAs) to local radio stations: one focusing on FOGs, the other focusing on non-flushables. These PSAs would target stay-at-home parents and household leaders. Students produced two PSAs and compiled a list of radio station contacts. The PSAs provide information about best wastewater practices and invite listeners to visit the Wastewater Division's page on the city's website for more information. The list of media contacts and PSA scripts are included and the audio file of the PSAs has been sent to the Wastewater Division.

For Public Service Announcements please see Appendix C.

## Surveys

The team's strategy is to evaluate the success of each tactic by sending residents a survey before and after the implementation. The survey includes questions that determine residents' current wastewater habits; if the implementation plan is effective, there should be improvement from the pre- to post-survey in terms of wastewater habits. The survey also includes questions about whether residents have heard the PSAs, seen the infographics, or seen the Facebook posts.

For surveys please see Appendix D.

## Infographics

The team's strategy is to redesign web content by creating educational, engaging infographics, and easy-to-read explanations of best wastewater practices. Students also suggested including infographics in mailed utility bills encouraging residents to visit the wastewater website for more information. The target audience is stay-at-home parents and household leaders. Students designed three infographics for the website; one shows what to do with FOGs, one shows what to flush and what not to flush, and one that visually represents all of the information on the Wastewater Division homepage.

For Infographics please see Appendix E.

# Next Steps

## Short-term

The student PR team created the deliverables for this campaign and now the City of Redmond has the responsibility of implementing them. In February, the City of Redmond sent the pre-implementation survey to their customers to develop a better understanding of their current wastewater practices. Students suggest the campaign proceeds in March by sending the PSAs to radio stations and updating the city website with infographics that will also be sent to residents by their preferred manner of billing. Furthermore, the team recommends the weekly Facebook postings commence in March.

- Facebook campaign
  - Schedule or manually publish the posts
- Two public service announcements
  - Email recorded PSAs and scripts to local radio stations
- Educational infographics
  - Distribute infographics by mail or by using online billing listserve
  - Publish infographics on Wastewater Division website

## Medium-term

- Facebook campaign
  - Continue publishing Facebook posts
- Two public service announcements
  - Continue sending existing PSAs to radio stations
  - Create new PSAs if the first two are successful
- Educational infographics
  - Continue distributing infographics as needed
- Pre-implementation and post-implementation surveys
  - Distribute post-survey and analyze results to determine which aspects of the campaign were successful

## Long-term/extended recommendations

The City of Redmond Wastewater Division should maintain the focus on increasing awareness about FOGs and non-flushables. If the Wastewater Division feels residents have changed their practices enough to transition the focus away from FOGs and non-flushables, a greater focus on composting food waste would be the next step. Informing residents about stormwater is also an option for furthering wastewater awareness.

- Facebook campaign
  - Record Facebook analytics to determine which posts were most successful in engaging users
  - Continue creating content and Facebook posts to engage residents of Redmond

- Two public service announcements
  - Continue creating and distributing PSAs if the first several are successful
- Educational infographics
  - Determine if distributing infographics by mail and email was effective; if so, produce and distribute more infographics



## Conclusion

The City of Redmond's Wastewater Division can raise awareness about best disposal practices by engaging with stay-at-home parents. After conducting research, the students of J454 recommend that the wastewater division relies on three primary tactics to relay the key messages developed. By distributing PSAs, sharing content on Facebook and using infographics, the wastewater division can see an increase of awareness about proper disposal of FOGs and non-flushables. The post-implementation survey and Facebook analytics will provide the Redmond Wastewater Division with measureable results, which will indicate the best course of action for continued public relations efforts.

# Appendix A

## Implementation Plan

\*\*\*\*\*

### Facebook Posts

#### Strategy:

Create informative and visually engaging posts about best wastewater practices to be published on the City of Redmond's Facebook page.

#### Target Audience:

Stay-at-home parents and household leaders

#### Implementation project or materials:

The implementation process will include brief access to the City of Redmond's Facebook page in order to schedule approved posts. Posts on behalf of the Redmond Wastewater Division will be scheduled to go out once per week for six months.

#### What will this look like, what it will include, how will this be used:

Content will include infographics, tips, and data about disposing of FOGs and information about non-flushables. Content will target stay-at-home parents and household leaders to provide them with information they can easily share with their families, including children. Posts will encourage users to share content on their own Facebook profiles to spread awareness within their own communities.

#### Key person(s) responsible:

Chloe

#### Next steps:

Record analytics measuring engagement per Facebook post as well as page "likes" before and after wastewater posts. The team encourages Redmond's Wastewater Division to continue posting relevant information on the city's Facebook page after the scheduled posts.

\*\*\*\*\*

### Public Service Announcements

#### Strategy:

Distribute two PSAs to local radio stations; one focusing on FOGs, the other focusing on non-flushables.

#### Target Audience:

Stay-at-home parents and household leaders

#### Implementation project or materials:

PSA scripts, recording studio, and voice actors

What will this look like, what it will include, how will this be used:

Write scripts for two PSAs to be featured on local radio stations. Record them in the KWVA production studio at the University of Oregon. Distribute the PSAs via email to local radio stations in Redmond and Bend. Follow-up with the radio station programmers through email and phone calls and discuss running the PSAs on-air. Determine the frequency they will run over the next six weeks. According to studies, adults ages 25-54 listen to the radio during the day more than any other age group, therefore PSA is a cost efficient and valuable way to reach this target audience

Key person(s) responsible:

Taylor

Next steps:

Continue making PSAs and maintain partnerships with radio stations

\*\*\*\*\*

Web Page Redesign

Strategy:

Redesign web content by creating educational, engaging infographics, and easy-to-read explanations of best wastewater practices. In addition, include infographics in mailed utility bills encouraging residents to visit the wastewater website for more information.

Target Audience:

Stay-at-home parents and household leaders

Implementation project or materials:

The team will gain access to edit inactive pages on the City of Redmond's website in order to update and consolidate existing pages. Upon approval, the pages will be made live and replace existing Redmond Wastewater Division pages.

What will this look like, what it will include, how will this be used:

Design new visual content demonstrating proper wastewater habits through the use of infographics, the Mr. Bacon character, images and memorable slogans that will target household leaders and their children. Streamline current text-heavy content and update information for accuracy.

Key person(s) responsible:

Grace and Rachel


Next steps:

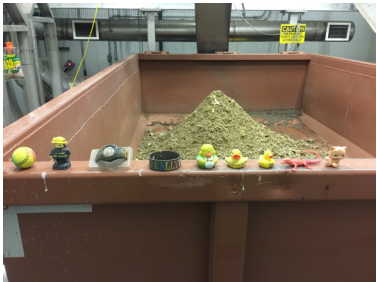

Continue to update information and photos quarterly. Include a printed infographic in mailed bills to residents that will direct them to the website for more information.

\*\*\*\*\*

# Appendix B

## Facebook Posts

Date	Time	Copy
3/7/2016	10 a.m.	Helpful Tip: Think before you put it down the sink! Be sure to properly dispose of food waste, especially fats, oils and greases (FOGs) to avoid clogging the pipes in your home and the City of Redmond's pipes
3/16/2016	11 a.m.	What are your recommendations for keeping non-flushables, such as wipes, feminine products, or diapers out of household drains? Comment with ideas that have worked in your home!
3/24/2016	10:30 a.m.	Keep an ear out for tips on the radio about disposing of fats, oils and greases (FOGs) and what you can and cannot flush down the toilet, courtesy of the Wastewater Division
3/28/2016	10 a.m.	Helpful Tip: Take your expired prescription drugs to the Redmond Police Department instead of flushing them down the toilet and into the city's water system. The Redmond PD is located at 777 SW Deschutes Avenue, Redmond, OR 97756. Call them at (541) 504-3400. Hours: M-F 8:00am-noon and 1:00pm-5:00pm
4/6/2016	11 a.m.	
4/14/2016	10:30 a.m.	How do you responsibly dispose of food waste? Comment: Compost, trash, or other!

4/7/2016	10 a.m.	<p>Whoever flushed these down the toilet must not have known that the only thing to flush down the toilet is toilet paper!</p> 
4/11/2016	11 a.m.	<p>Photos of facilities: Take a virtual tour of the wastewater facility on the City of Redmond's Wastewater Division page</p>
4/20/2016	10:30 a.m.	<p>Comment with the funniest or strangest thing your kid has tried to flush down the toilet—we've seen a lot at the facility and we'd love to hear the stories behind them!</p>
4/28/2016	10 a.m.	<p>Helpful Tip: If you begin to notice your trash cans filling up with food waste, consider composting those food scraps instead of just throwing them away</p>
5/2/2016	11 a.m.	<p>Are you interested in seeing the inner workings of your city's wastewater system? Are you looking for an educational outing with your kids? Click this link to schedule a tour of the City of Redmond's wastewater facility!</p>
5/11/2016	10:30 a.m.	<p>Tag a friend who you think would love this helpful infographic</p> 
5/19/2016	10 a.m.	<p>Mr. Bacon sponsors this message: Step one: Cook delicious bacon. Step two: Eat delicious bacon. Step three: Empty delicious bacon grease into a container and throw it in the trash!</p>
5/23/2016	11 a.m.	<p>Comment with a photo of the container you put your FOGs in. Did you know you can pick up a free lid at the Wastewater division to cover your grease can?</p>
6/1/2016	10:30 a.m.	<p>Like this post if you already compost food waste in your home and give yourself a pat on the back!</p>

6/9/2016	10 a.m.	Know your facts: Only flush toilet paper down the toilet. Throw wipes and other non-flushable items in the trash. Pour fats, oils, and greases into a separate can or container and throw it in the trash.
6/13/2016	11 a.m.	Have you seen our website? Stop by to learn more about wastewater practices and where your waste goes after it goes down the drain. <a href="http://www.redmond.or.us/government/departments/public-works/wastewater-division">http://www.redmond.or.us/government/departments/public-works/wastewater-division</a>
6/22/2016	10:30 a.m.	Share this helpful infographic so your friends can learn how easy it is to compost in your own home <a href="http://www.portlandoregon.gov/bps/article/368864">http://www.portlandoregon.gov/bps/article/368864</a>
6/30/2016	10 a.m.	Pouring fats, oils, and greases down the drain might not seem like a big deal, but they can actually clog the pipes in your home and harm the city's pipes, resulting in costly cleaning and a damaged wastewater system
7/4/2016	11 a.m.	Helpful Tip: Many products are advertised as flushable, but those are often the culprits of facility clogs. To be safe, only flush toilet paper and throw other products in the trash
7/12/2016	10:30 a.m.	Like this post if you have heard a City of Redmond Wastewater PSA on the radio!
7/20/2016	10 a.m.	Disposing of non-flushable items down the drain might not seem like a big deal, but they can actually clog the pipes in your home and harm the city's pipes, resulting in costly cleaning and a damaged wastewater system
7/28/2016	11 a.m.	Our friends in Portland, OR have been composting for a couple years now: check out what they've done. <a href="http://www.portlandoregon.gov/bps/article/402972">http://www.portlandoregon.gov/bps/article/402972</a>

# Appendix C

## Public Service Announcements

“WASTEWATER PRACTICES (FOG)” :30 SEC. LIVE RADIO SPOT  
(sfx: sizzling bacon)

Pouring fats, oils and greases down the drain might not seem like a big deal, but they can actually clog the pipes in your home and ruin the city’s pipes, resulting in costly repairs.

You and your family can easily prevent this by pouring fats, oils and greases into a separate can or container and throwing that out in the trash.

For more tips about wastewater sustainability visit the City of Redmond’s website <http://www.redmond.or.us> or like the City of Redmond’s Facebook page. Thanks, from your friends at the Wastewater Division.

#####

“WASTEWATER PRACTICES (NON-FLUSHABLES)” :30 SEC. LIVE RADIO SPOT  
(sfx: toilet flush)

Disposing of non-flushable items down the drain might not seem like a big deal, but they can actually clog the pipes in your home and ruin the city’s pipes, resulting in costly repairs and removal costs from the wastewater system.

Teach your kids about best wastewater disposal practices. Only flush toilet paper down the toilet. Throw wipes and other non-flushable items in the trash.

For more tips about wastewater sustainability and information about non-flushable items, visit the City of Redmond’s website [www.redmond.or.us](http://www.redmond.or.us) or like the City of Redmond’s Facebook page. Thanks, from your friends at the Redmond Wastewater Division.

#####

Image 6

Call Sign	Freq.	City	Format	Contact	Title	Email
KMTK	99.7 FM	Bend, OR	Country	Combined Com	541-382-5263	jeremy@combinedcommunications.com
KTWS	98.3 FM	Bend, OR	Classic Rock	Combined Com	541-382-5263	jeremy@combinedcommunications.com
KWXS	107.7 FM	Prineville, OR	Top-40	Combined Com	541-382-5263	jeremy@combinedcommunications.com
KLRR	101.7 FM	Redmond, OR	Adult Album Alternative	Combined Com	541-382-5263	jeremy@combinedcommunications.com
KQAK	105.7 FM	Bend, OR	Classic Hits			<a href="http://www.mycentraloregon.com/2014/07/07/public-service-announcement-submission/">http://www.mycentraloregon.com/2014/07/07/public-service-announcement-submission/</a>
K245BC (KRCCO)	96.9 FM	Prineville, OR	Country			<a href="http://www.mycentraloregon.com/2014/07/07/public-service-announcement-submission/">http://www.mycentraloregon.com/2014/07/07/public-service-announcement-submission/</a>
KLTW	95.7 FM	Prineville, OR	Adult Contemporary			<a href="http://www.mycentraloregon.com/2014/07/07/public-service-announcement-submission/">http://www.mycentraloregon.com/2014/07/07/public-service-announcement-submission/</a>
KWPK	104.1 FM	Sisters, OR	Hot AC			<a href="http://www.mycentraloregon.com/2014/07/07/public-service-announcement-submission/">http://www.mycentraloregon.com/2014/07/07/public-service-announcement-submission/</a>
<b>KMGX (The New Mix)</b>	<b>100.7 FM</b>	<b>Bend, OR</b>	<b>Adult Contemporary</b>	<b>RL Garrigus</b>	<b>News &amp; PSA Direct</b>	<b>ri@bendradiogroup.com</b>
<b>KRXF</b>	<b>92.9 FM</b>	<b>Bend, OR</b>	<b>Alternative</b>	<b>RL Garrigus</b>	<b>News &amp; PSA Direct</b>	<b>ri@bendradiogroup.com</b>
	<b>940 AM</b>	<b>Bend, OR</b>	<b>Sports</b>	<b>RL Garrigus</b>	<b>News &amp; PSA Direct</b>	<b>ri@bendradiogroup.com</b>
<b>KSJJ</b>	<b>102.9 FM</b>	<b>Redmond, OR</b>	<b>Country</b>	<b>RL Garrigus</b>	<b>News &amp; PSA Direct</b>	<b>ri@bendradiogroup.com</b>
<b>KXIX</b>	<b>94.1 FM</b>	<b>Sunriver, OR</b>	<b>Top-40</b>	<b>RL Garrigus</b>	<b>News &amp; PSA Direct</b>	<b>ri@bendradiogroup.com</b>
KBND	1110 AM	Bend, OR	News/Talk			
KLBR	88.1 FM	Bend, OR	Public Radio			
KOAB	91.3 FM	Bend, OR	Public Radio			
KPOV (CP)	88.9 FM	Bend, OR	Variety			
KTWS (CP)	98.5 FM	Bend, OR	Classic Rock			
KVLB	90.5 FM	Bend, OR	Christian Contemporary			
	106.1 FM	Bend, OR	Christian Contemporary			
	97.5 FM	Bend, OR	Christian Contemporary			
	96.5 FM	Madras, OR	Unknown Format			
K294CV (KKJA)	106.7 FM	Powell Butte, OR	Religious			
K229CB (KLTW)	93.7 FM	Prineville, OR	Adult Contemporary			
KRCCO	690 AM	Prineville, OR	Country			
	95.3 FM	Prineville, OR	Christian Contemporary			
	104.9 FM	Prineville, OR	Spanish Christian			
KKJA	89.9 FM	Redmond, OR	Religious			
KRDM	1240 AM	Redmond, OR	Regional Mexican			
KWRX	88.5 FM	Redmond, OR	Classical			
KVRA	89.3 FM	Sisters, OR	Christian Contemporary			
KCOE	94.9 FM	Terrebonne, OR	Sports			



# Appendix D

## Pre-Implementation Survey

City of Redmond Wastewater Division

All questions are multiple choice format  
Pre-implementation Survey in February, 2016  
Post-implementation Survey in September, 2016

### Demographic Questions

1. Age
  - a. 18-28
  - b. 29-39
  - c. 40-50
  - d. 51-61
  - e. 62-72
  - f. 73-83
  - g. Older than 83
2. Gender
  - a. Male
  - b. Female
  - c. Other
3. Number of children (younger than 18) living in household
  - a. 0
  - b. 1
  - c. 2
  - d. 3
  - e. 4
  - f. 5
  - g. More than 5
4. How many years have you lived in Redmond?
  - a. 0-3
  - b. 4-7
  - c. 8-11
  - d. 12-15
  - e. More than 15

### Household Practice Questions

5. How do you currently dispose of fats, oils and greases in the kitchen?
  - a. Down the kitchen sink/garbage disposal
  - b. In the garbage
  - c. In a container (can/tupperware) and then in the garbage when full
  - d. Other (please specify)

6. How do you dispose of food waste?
  - a. Down the kitchen sink/garbage disposal
  - b. In the garbage
  - c. In a container (can/tupperware) and then in the garbage
  - d. Other (please specify)
7. Do you currently compost your food waste?
  - a. Yes
  - b. No, but I would be willing to compost if there was a public utility service available
  - c. No, and I would not be willing to compost if there was a public utility service available
8. Which of the following inorganic products do you currently flush down the toilet? (select all that apply)
  - a. Feminine hygiene products
  - b. Wet wipes
  - c. Prescription drugs/medications
  - d. Other (please specify)
  - e. None

## Post-Implementation Survey

City of Redmond Wastewater Division

Pre-Implementation Survey in February, 2016

Post-Implementation Survey in September, 2016

### Evaluation of Public Outreach

1. Are you more familiar with best wastewater practices than you were last spring?
  - a. Yes
  - b. No
2. Have you changed your wastewater practices since last spring?
  - a. Yes, FILL IN ANSWER
  - b. No
3. What might you do differently?
  - a. FILL IN ANSWER
4. Did you see any infographics about FOGs (fats, oils, greases) or non-flushables?
  - a. Yes, and they were helpful
  - b. Yes, but I did not learn anything new
  - c. No, but I would like to learn more about them
  - d. No, and I have no interest in learning more
  - e. Other
5. Have you visited the updated wastewater website?
  - a. Yes, and it was helpful
  - b. Yes, but it was unhelpful
  - c. No, but I would like to
  - d. No, and I have no interest in seeing it
  - e. Other
6. Did you hear a public service announcement on the radio about FOGs (fats, oils and greases) or non-flushables?
  - a. Yes
  - b. No
  - c. Don't listen to the radio
7. Have you "liked" the City of Redmond's Facebook page?
  - a. Yes
  - b. No
  - c. Do not have Facebook

## Demographic Questions

8. Age
  - a. 18-28
  - b. 29-39
  - c. 40-50
  - d. 51-61
  - e. 62-72
  - f. 73-83
  - g. Older than 83
9. Gender
  - f. Male
  - g. Female
  - h. Other
10. Number of children (younger than 18) living in household
  - a. 0
  - b. 1
  - c. 2
  - d. 3
  - e. 4
  - f. 5
  - g. More than 5
11. How many years have you lived in Redmond?
  - a. 0-3
  - b. 4-7
  - c. 8-11
  - d. 12-15
  - e. More than 15

## Household Practice Questions

12. How do you currently dispose of fats, oils and greases in the kitchen?
  - a. Down the kitchen sink/garbage disposal
  - b. In the garbage
  - c. In a container (can/tupperware) and then in the garbage when full
  - d. Other (please specify)
13. How do you dispose of food waste?
  - a. Down the kitchen sink/garbage disposal
  - b. In the garbage
  - c. In a container (can/tupperware) and then in the garbage
  - d. Other (please specify)
14. Do you currently compost your food waste?
  - a. Yes
  - b. No, but I would be willing to compost if there was a public utility service available

- c. No, and I would not be willing to compost if there was a public utility service available
15. Which of the following inorganic products do you currently flush down the toilet (select all that apply)
- a. Feminine hygiene products
  - b. Wet wipes
  - c. Prescription drugs/medications
  - d. Other (please specify)
  - e. None

Comments

16. Questions, comments, concerns?
- a. FILL IN ANSWER
17. Would you like to mention anything that we did not discuss?
- a. FILL IN ANSWER

# Appendix E

## Infographics

Image 7

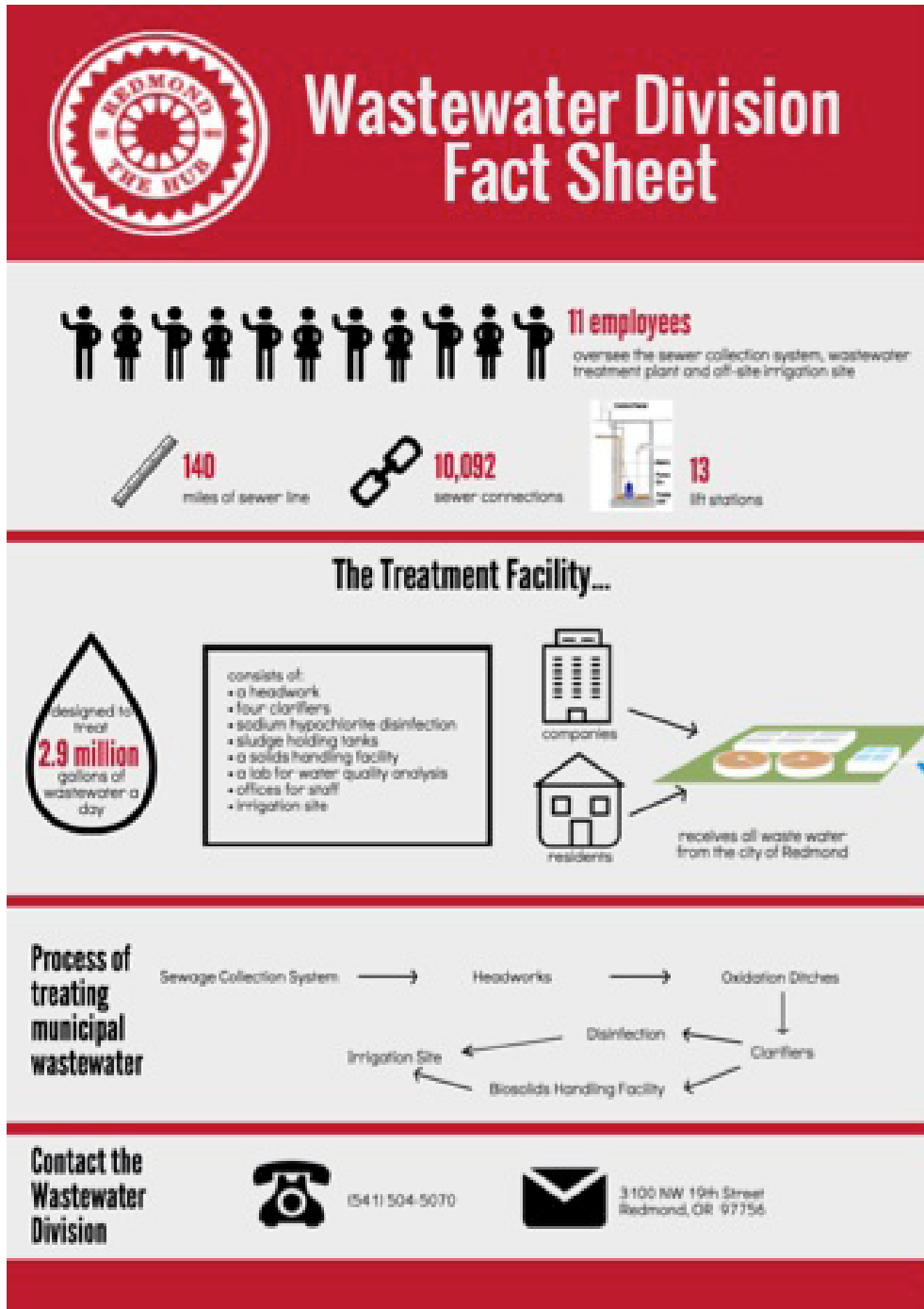


Image 8

# ARE **YOU** UP-TO-DATE WITH THE BEST **SEWER** PRACTICES?



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## WHAT **NOT** TO FLUSH:



## WHAT **TO** FLUSH:



FIND OUT MORE AT [www.redmond.or.us](http://www.redmond.or.us)

Image 9

**THE CITY OF REDMOND** ADVISES YOU TO:



Get the bacon.

Cook the bacon.

Put bacon grease in jar.

Freeze the grease!

**WHAT DO I DO WITH MY FATS,  
OILS AND GREASES?**