



Volunteerism & Civic Engagement - The Next Wave

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SALEM

J 453 STRATEGIC PLANNING AND CASES | SCHOOL OF JOURNALISM AND COMMUNICATION



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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 Salem. Text and images contained in this report may not be used without permission from the University of Oregon.

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About SCI

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

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

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

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

In all cases, we share our expertise and experiences with scholars, policymakers, community leaders, and project partners. We further extend our impact via an annual Expert-in-Residence Program, SCI China visiting scholars program, study abroad course on redesigning cities for people on bicycle, and through our co-leadership of the Educational Partnerships for Innovation in Communities Network (EPIC-N), which is transferring SCYP to universities and communities across the globe. Our work connects student passion, faculty experience, and community needs to produce innovative, tangible solutions for the creation of a sustainable society.

About SCYP

The Sustainable City Year Program (SCYP) is a yearlong partnership between SCI and a partner in Oregon, in which students and faculty in courses from across the university collaborate with a public entity on sustainability and livability projects. SCYP faculty and students work in collaboration with staff from the partner agency through a variety of studio projects and service-learning courses to

provide students with real-world projects to investigate. Students bring energy, enthusiasm, and innovative approaches to difficult, persistent problems. SCYP's primary value derives from collaborations that result in on-the-ground impact and expanded conversations for a community ready to transition to a more sustainable and livable future.

About City of Salem

The City of Salem is Oregon’s second largest city (179,605; 2022) and the State’s capital. A diverse community, Salem has well-established neighborhoods, a family-friendly ambiance, and a small town feel, with easy access to the Willamette riverfront and nearby outdoor recreation, and a variety of cultural opportunities.



Kayaking at Riverfront Park

The City is known for having one of Oregon’s healthiest historic downtowns, hosts an airport with passenger air service, and is centrally located in the heart of the Willamette Valley, 47 miles south of Portland and an hour from the Cascade Mountains to the east and the ocean beaches to the west.

State government is Salem’s largest employer, followed by the Salem-Keizer School District and Salem Health. The City also serves as a hub for area farming communities and is a major agricultural

food processing center. A plethora of higher education institutions are located in Salem, ranging from public Western Oregon University, private Willamette and Corban universities, and Chemeketa Community College.

Salem is in the midst of sustained, steady growth. As a “full-service” city, it provides residents with services such as police and fire protection, emergency services, sewage collection and treatment, and safe drinking water. Salem also provides planning and permitting to help manage

growth, as well as economic development to support job creation and downtown development. The City also provides 2,338 acres of parks, libraries and educational programs, housing and social services, public spaces, streetscaping, and public art.

Salem's vision is a safe, livable, and sustainable capital city, with a thriving economy and a vibrant community that is welcoming to all. The City's mission is to provide fiscally sustainable and quality services to enrich the lives of present and future residents, protect and enhance the quality of the environment and neighborhoods, and support the vitality

of the economy. The City is in the midst of a variety of planning efforts that will shape its future, ranging from climate action planning and implementation, a transportation system plan update, as well as parks master planning.

This SCYP and City of Salem partnership is possible in part due to support from U.S. Senators Ron Wyden and Jeff Merkley, as well as former Congressman Peter DeFazio, who secured federal funding for SCYP through Congressionally Directed Spending. With additional funding from the city, the partnership will allow UO students and faculty to study and make recommendations on city-identified projects and issues.



Wall art at Peace Plaza, Civic Center

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Course Description

J 453: STRATEGIC PLANNING AND CASES

This course focuses on campaign planning, administration, crisis communication, and issues management, encompassing research, writing objectives and tactics, evaluation methods, and constructing budgets and timelines.

Executive Summary

The Strategic Planning and Cases course (J 453) at the University of Oregon worked with the City of Salem to develop outreach campaigns to address the City's volunteerism and community engagement needs.

Although each student team developed a campaign plan that focused on a distinct target audience, all teams had two common goals: 1) Improve and generate a stronger volunteer base through social media and 2) Increase outreach accessibility for all ages and backgrounds, which could then lead to increased volunteer rates and community engagement.

The methodology for each group included conducting primary and secondary research around Salem's current volunteer efforts, community engagement data, and demographics. Based on their findings and research, each team designed a campaign around a targeted public.

Specific recommendations to improve volunteerism and community engagement ranged from expanding the City's social media presence to incorporating new ideas for in-person participation within current efforts. The most common target publics were Gen-Z/young adults ages 14-24, and the Hispanic/Latinx community. The suggested timeline of the campaign ranges from four to 12 months, with a maximum budget of \$4,700. The campaigns include resource allocation such as suggested staff hours and hiring of an intern to help with social media objectives.

Introduction

Robust volunteers serve as a gateway to civic engagement and provide a critical connection to everything from city government goings-on to neighborhood events and activities. Student teams provided creative suggestions for how the City of Salem could involve more diverse community members and identify what the next wave of volunteers could look like and how their engagement could be improved now and into the future.

With history, context, and current efforts and opportunities around volunteerism shared by the City of Salem, student teams created plans that included:

- Situational analysis
- Operational context
- SWOT analysis
- Target public(s) description
- Goals and objectives

- Strategies and tactics
- Messaging
- Timeline/budget
- Evaluation Plan

See appendices for individual team strategies/tactics, along with graphics, mock-ups, or digital designs. The following sections provide a compiled overview from each group.

Situation Analysis

Engaging all ages, types of communities, backgrounds, and cultural groups is a priority for the City of Salem. Specifically, the City is looking to strengthen engagement with area youth, families with young children, and underrepresented populations such as Latinx and Hispanic communities. Community members want to feel included and have equal accessibility. Volunteer opportunities are also important to younger generations, as

high school or college students often need hours for external requirements.

The following sections incorporate the main takeaways from student research and analysis. The next section walks through the City of Salem's organizational background and operational context. The final research section brings in statistics regarding the core publics (audiences) that Salem would like to better engage.



FIG. 1

Volunteers at
Englewood Park

Operational Context

The class conducted secondary research prior to creating campaign plans to understand the current needs of the Salem community. Students used social media, websites, reports, and data to develop a creative yet realistic case to develop recommendations.

ORGANIZATIONAL BACKGROUND

In 2022, Salem updated its Comprehensive Land Use Plan, which includes goals, objectives, and data on a variety of city-specific topic areas. One topic addresses “Citizen Involvement”, which strives to provide opportunities for the community to be involved in city planning efforts. City staff, tribal government, a Technical Advisory Committee, a variety of school members, stakeholders and elected officials, and neighborhood associations all contributed to the Comprehensive Plan content. These groups helped students narrow down the strongest potential target audience(s), along with who would be best to direct a volunteer campaign.

Current Volunteer Engagement

The City of Salem has a strong base of consistent, older volunteers. Most of the City’s volunteers work with Parks and Recreation, generating around 80,000 volunteer hours annually, and the Center 50+ organization. The Parks and Recreation section of the City’s website offers robust information on options to help with the parks and recreation needs. Center 50+ is a volunteer run group, targeting a senior/older audience, that hosts many varied events with strong volunteer attendance and engagement. Salem’s public libraries also benefit from many volunteer hours, including younger volunteers who work in the Library Discovery Room. In addition, Salem has a group of volunteers who work with police to help clean the police cruisers. Lastly, Salem’s board, commissions, and City Council are made up of unpaid volunteer positions.

**FIG. 2**

Sample Instagram post for school-hosted event by Group 1

High School and Collegiate Engagement

Salem is home to several high schools and colleges, many of which require outside volunteer hours. With a highly diverse population of students, Salem has an opportunity to engage both the youth and underrepresented communities.

Creating an opportunity for Salem to design targeted opportunities for youth focused on building engagement would provide the younger generations with leadership skills, future career interests, and opportunities to enhance social engagement.

Analysis of Key Publics

MAJOR PUBLICS

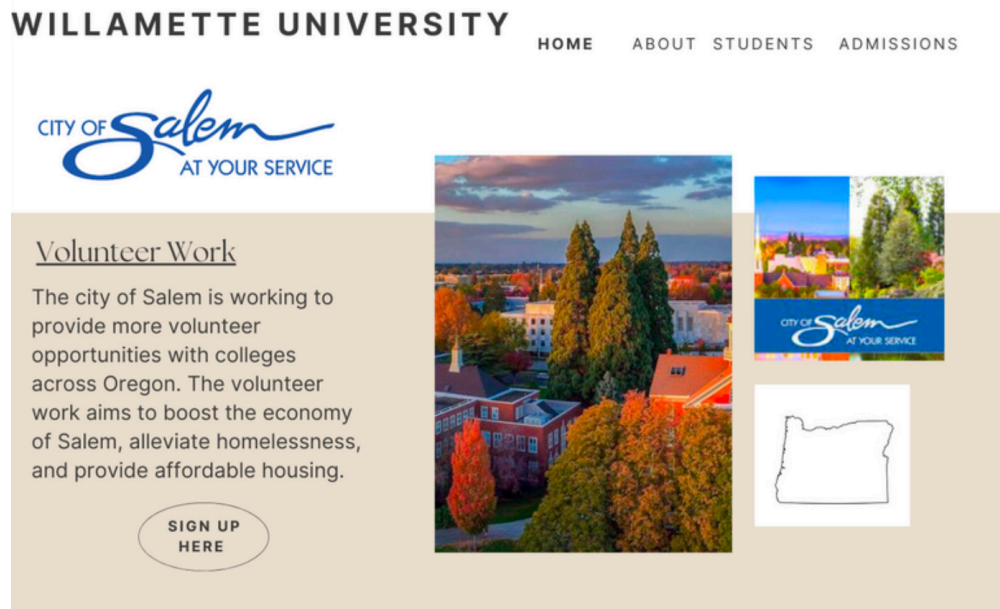
The major public for the City of Salem is young adults aged 14-24, which includes high school through college aged students. Most of the members within this major public will be students, part-time workers, and/or live with guardians. This primary public was chosen to focus engagement efforts due to their ability to participate and interest in learning. This age group also has strong knowledge of social media due to generational adaptations and would benefit from social media campaigns, digital promotion, and virtual options. Connecting to young adults where they normally are, such as schools or clubs, sports, or extracurricular activities, allows a stronger source to

this audience. Volunteer opportunities also allow students to develop a strong resume, portfolio, and general experience. Young adults are the future of Salem and set the bar for future volunteerism and engagement.

While not the primary public, younger families are also important to the success of Salem's volunteer and community engagement efforts. Families participating in community-based events instill the value of volunteering in children and set the foundation for future interest in opportunities to give back. Volunteerism helps build a sense of community that is important to families with young children or families new to Salem.

FIG. 3

Sample Willamette University Volunteer Page Design



SECONDARY PUBLICS

A strong secondary public is the Hispanic and Latinx community, contributing to 27% of Salem's population as the second largest demographic group. Expanding campaign efforts to reach them would increase the amount of community engagement and create more diverse involvement. There are several higher education institutions in Salem that could partner to target volunteer opportunities to this public. In addition, focusing on the north and northeast Salem neighborhoods and schools would tie in both the younger generation and Hispanic communities. This public also allows for Salem's advertising, promotion, and marketing to include translation and cultural and language-friendly information in Spanish. Having Spanish versions allows more accessibility to Salem's resources, and engagement across media outlets.

An additional secondary public is the seniors registered at Center 50+. As of 2022, there were 65,436 seniors registered at the center but only 400 participated in a volunteer-related activity. Most of the seniors registered participate in Center 50+ organized activities, such as exercises classes or bingo, contributing to the overall engagement in Center 50+.

Targeting this public can help with the Wellness on Wheels (WOW) program promotion and introducing it to north and northeast Salem. The WOW Van provides mobile wellness services to include fitness, nutrition, mobility and wellness programming, activities, lifelong learning instruction, social check-ins, and technology tutoring.

The City of Salem discussed expanding the volunteer services provided by Center 50+ to the north and northeast neighborhoods, so this could create an opportunity to connect campaign ideas to both the ethnic community and Center 50+. Senior citizens also located in the north and northeast areas could benefit from resources provided by Center 50+ and the WOW Van. Establishing Center 50+ registered members as a public would connect different age groups across Salem's communities, tying back to their desire to be an inclusive city.

In addition to Center 50+, "empty nesters" are a broader secondary public. Without children that have to be cared for, parents may have more free time to volunteer. They may also be open to exploring new hobbies, and often spend more time on technology and media platforms.

SWOT Analysis

A Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is a tool used to analyze the current situation of an organization. The intent is to consider an organization's positive and negative internal structure and features to identify strengths and weaknesses. Examining external factors helps identify opportunities and threats. The below analysis is the combined perspectives of the student teams over the ten-week academic term.

SALEM'S STRENGTHS

- Strong sense of community and desire to strengthen engagement with under-represented groups
- Salem's website is engaging, encouraging users to click through and find information and opportunities
- The website has a calendar with a large variety and multiple events listed daily
- Variety of activities all age ranges can enjoy (riverfront carousel, gardens, enchanted forest, museums)
- Legislative and City support/funding
- Large demographic of volunteers over the age of 60
- Strong initiatives for combating the sheltering crisis
- Success with other volunteer opportunities like the Friends of Trees volunteer group
- Hybrid options for volunteer opportunities and meetings
- Successful word-of-mouth communication on events and engagement opportunities
- High following on the Salem Facebook page and embedded "Salem Volunteers Rock" page (30,000+)
- Making apparent action to improve the representation of the Hispanic/Latinx community and their overall quality of life

**FIG. 4**

Willamette Slough, Riverfront Park

WEAKNESSES

- Lack of measurable data on past volunteers to reference
- Lack of translators and inclusive language in volunteer opportunities
- Limited staff on communications team (consists of three members)
- Limited budget due to budget cuts across the City
- Little understanding of social media and connection to younger audiences
- Average median income for Salem is less than the median income for the entire state of Oregon
- Few younger and diverse volunteers overall
- Lack of user-friendly platforms (confusing website layout, hard to find section on volunteering)
- Public perception of the sheltering/homeless crisis
- Low Instagram/social media following (comparing to the overall population of Salem and comparable cities)

OPPORTUNITIES

- Large potential for community engagement, specifically focusing on the Hispanic/Latinx groups
- Generating more use across social media platforms, gaining a following, starting with a new social media plan
- The opportunity to be the primary source of information for residents
- Growing youth population, a chance to highlight volunteer opportunities for high schoolers and college students
- Targeting a younger population gives insight to an untapped and resourceful group
- Showcasing the activities, board and commissions, and groups that young adults can join to boost community
- Using the word-of-mouth tactic for local schools, universities, businesses, and community centers
- Increase awareness and exposure of the WOW van to the north and northeast sides of Salem
- Creating a long-term group of service-minded people, targeting the younger generations

THREATS

- Language and cultural barriers, no translation available for sources of communication
- Unorganized digital outreach
- Negative feedback from residents on multiple topics
- Slow process to receive government funding
- Economic crises affecting the budget for a campaign
- City of Salem is competing with itself and could be cannibalizing volunteer opportunities
- Unable to track followings, views, and engagement rates across media platforms
- 60+ demographic of volunteers aging out
- Growing homelessness population
- Communications team of three members
- Neighboring cities have strong community engagement and volunteerism, which could draw volunteers to opportunities outside of Salem

Core Problem Statement

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

The City of Salem reported that it desires to increase participation and responses from its volunteerism and community engagement efforts. Minimal participation and low volunteerism rates may lead to a future that residents have not been involved in creating. Increasing social media following and use,

informative/translated resources, and accessibility will help Salem improve the overall awareness of community volunteer opportunities.

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

GOAL

The goal of this campaign is to increase volunteerism efforts and community engagement across the City of Salem, incorporating stronger participation from a younger and ethnic demographic.



FIG. 5

Clean Streams cleanup crew

OBJECTIVES

Hispanic/Latinx Community

Objective A (Center 50+)

Expand use of the WOW program to connect 250 community members in Salem’s north and northeast areas from September 2024 to June 2025 through a pilot program called, “Spreading the WOW Factor.”

Objective B

Establish a baseline number of volunteerism, specifically for the Latinx/Hispanic community.

High School and College Students

Objective A (Center 50+)

Increase the number of volunteers by 12% , focusing on high school students volunteering for the WOW program from September 2024 to June 2025.

Objective B

Increase awareness of the City of Salem’s volunteer opportunities among college students by 10% by August 2024, assuming the baseline is zero, based on the current combined student enrollment of 11,772 at Chemeketa Community College, Corban University, and Willamette University.

Objective C

Increase college student volunteerism by 2% by January 2025, assuming the baseline is zero, based on the current combined student enrollment of 11,772 at Chemeketa Community College, Corban University, and Willamette University.

Gen Z, ages 18-24

Objective A

To increase awareness and participation in volunteer opportunities identified by the City of Salem for those aged 18-24 by 4% (700 people) by the end of July 2024.

Objective B

To increase awareness of the volunteer opportunities towards helping the homeless in Salem for those aged 18-24 by 4% (700 people) by the end of July 2024.

Young Families, ages 23-38

Objective A

To increase volunteer participation from young families by 5% in summer of 2025.

Objective B

To encourage 100 people from young families to get out and volunteer at least once before summer of 2025.

Social Media

Objective A

Increase the number of Instagram followers on a new Service in Salem account from 0 to 2.5K by the end of August 2024.

Objective B (Center 50+)

Create awareness of the “Spreading the WOW Factor” pilot program through social media from September 2024 to June 2025.

Objective C

Increase engagement on the City of Salem’s social media accounts and website by 30% by Hispanic Heritage Month 2024.

PRIMARY PUBLIC MESSAGING

Hispanic/Latinx Community (with translations to Spanish)

- A. Volunteering with the City of Salem fosters community connection and offers a chance to share your voice and your culture.
- B. Volunteering with the City of Salem creates representation and provides an example for younger generations.
- C. Follow @ServiceInSalem and sign up to volunteer to help the homeless in our community. We need your help!

High School and College Students

- A. Embark on a rewarding career journey with the City of Salem. Elevate your resume and make a tangible impact on your home away from home through meaningful volunteer opportunities with Salem and its partners. Your journey toward a fulfilling career begins here!

- B. Volunteering isn't just about giving back; it's an investment in your future. Gain valuable skills, experiences and connections that will set you apart in college applications and future endeavors.
- C. Small actions lead to significant change! Become involved in your community and offer guidance and support to those who need it. By doing so, you contribute to a more compassionate and connected community.

Gen Z, Ages 18-24

- A. Volunteering is the first step to becoming an engaged member of your community. Discover your passions through community service and supporting efforts that are important to you.
- B. Follow us @ServiceInSalem to find opportunities to serve the community while hangin' with your friends. Get those school requirements taken care of, give us a follow, and we will make your service hour troubles melt away!

Young Families, Ages 23-38

- A.** You've decided to live in Salem and are looking to plant your roots. Cultivate a supportive, tight-knit community through volunteering with the whole family. Connect with your neighbors on the Salem volunteering Facebook page, where you can learn about a variety of community service opportunities, like Pick-up in the Park, a beautification event designed to benefit our residents like you. Build a better Salem for your children and generations to come.

- B.** Salem is your home, you're growing your heart, you're growing your home. Stay connected in the development of Salem through community and volunteerism. Be a part of creating a safer City for you and your family.

Center 50+/WOW Van

- A.** Health and wellness services are a basic human need and right. Everyone deserves a chance to look after their health responsibly—and from the comfort of their home.

- B.** Communities function best when you have others to lean on. Explore the Wellness on Wheels offerings and lean on them for physical, mental and emotional well-being support.

Social Media

- A.** Do you want to make your community a better place? Are you compelled to help the homeless population in your community? It sounds like a lot of work, but we've taken the stress out of finding service hours by following @ServiceInSalem. Volunteer with us and tackle our community's biggest issue, and let's help our neighbors and friends transition into the homes they deserve. Follow us and sign up today to become a superstar with Service in Salem!

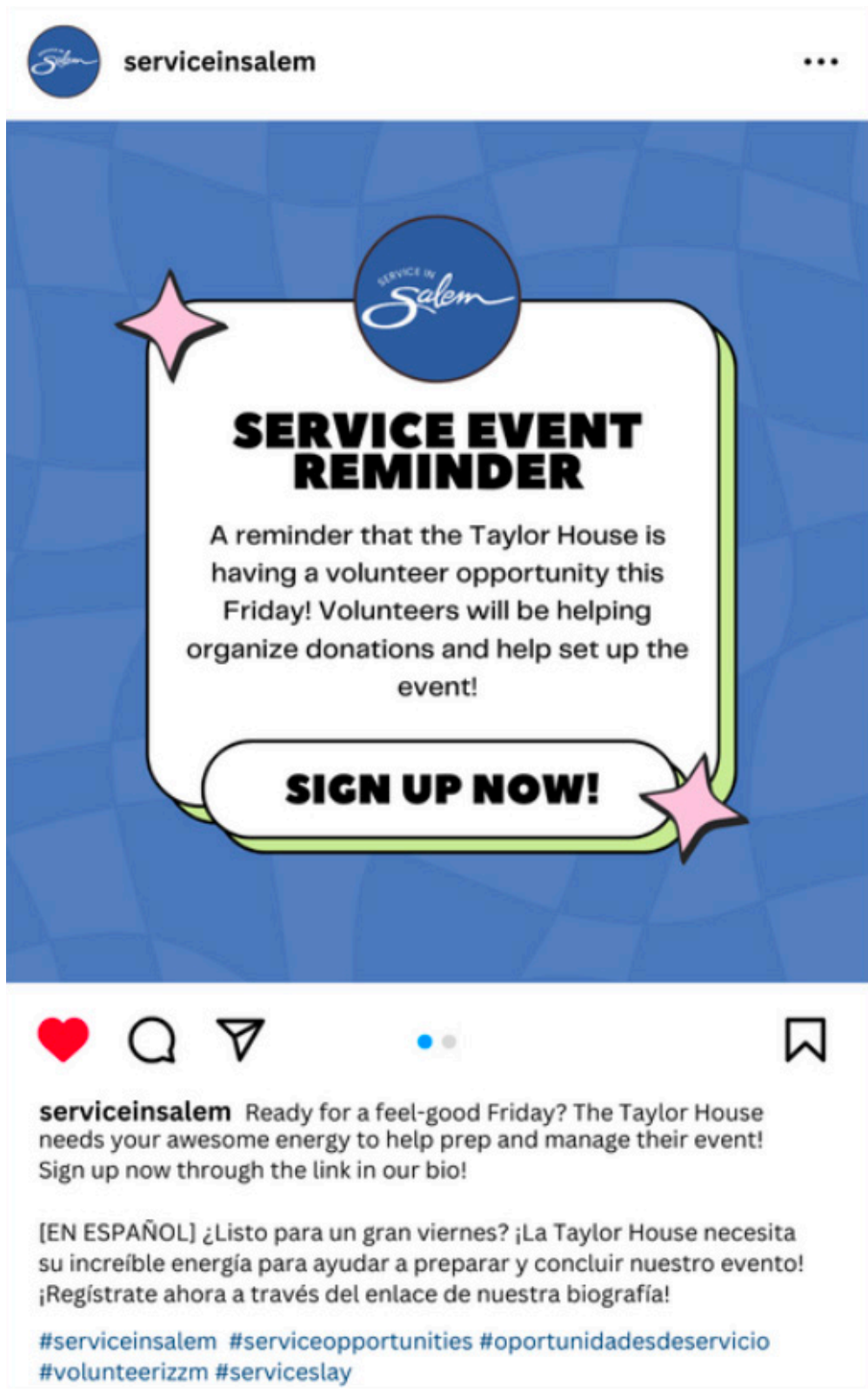


FIG. 6
Mockup carousel post in English and Spanish

FIG. 7

Mockup carousel post in English and Spanish



Strategies and Tactics

Strategies and tactics are what must be done to implement the PR plan. Strategies are ways to accomplish the set objectives, and tactics are the “to-do” lists to achieve the strategies in full. Students were grouped into five teams, each focusing on a major public to target a specific campaign. A primary strategy and tactic from each team is highlighted below, with full details of each campaign included in the appendix.

STRATEGY A

Ensure accessibility to service opportunities.

Tactic:

1. To ensure accessibility for the Spanish-speaking community, flyers and social media posts will be created in English and Spanish. On social media, a carousel post will be made with one slide in English and the next in Spanish, with both languages used in the caption. This way, all viewers can access and repost the slide that best fits them.
2. Hire a social media intern who is bilingual in English and Spanish to add capacity and diversity to the communications team.

STRATEGY B

Partner with Willamette Career Academy, Salem Academy High School, and North Salem High School to encourage student conversation and involvement from students.

Tactics:

1. Send surveys to bible study, National Honors Society, KEY Club, student ambassadors, student council, and sports teams at Salem Academy High School; the Health Services program at Willamette Career Academy; and the FBLA, MECHA, Islander, Native, Spanish Honor Society, and Japanese clubs at North Salem High School. The survey will have a space to add an email address.
2. Based on the survey data, work with student groups who have shown the most interest in involvement and extend an opportunity for student clubs to adopt the program as their initiative.

STRATEGY C

Promote volunteer events in public places that young families frequently visit.

Tactics:

1. Have an informational booth located outside of grocery stores.
2. Hand out informational flyers about volunteer opportunities in Salem after religious services on the weekends.

STRATEGY D

Conduct outreach to universities.

Tactics:

1. Plug volunteer opportunities to college classes focused on public policy, social inclusion, or city planning.
2. Partner with Public Policy clubs to develop relevant volunteer opportunities.
3. Table at public spaces on campus of local universities.
4. Collect contact information for potentially interested students.

STRATEGY E

Communicate volunteer and community engagement opportunities to underrepresented communities in Salem.

Tactics:

1. Generate surveys, sign-in sheets, and RSVPs for all hosted events.
2. Use Hispanic Heritage Month to create an event targeted towards the Hispanic/Latinx community, such as a food truck block party.
3. Continue the use of Viva Salem.
4. Advertise these events in schools and churches.
5. Create a new Instagram account specifically used for cultural events.

STRATEGY F

Create community outreach events at local parks in the north and northeast area of Salem.

Tactics:

1. Host an event sponsored by Center 50+ and the WOW program at Weathers Park. Set up stalls featuring different services offered to introduce the program.
2. Highlight the event through a social media campaign on Facebook, Instagram, and Twitter.

Implementation

This part of the plan shows the budget and timeline for implementing the tactics. Each strategy letter is associated with the strategies from the section prior titled “Strategies and Tactics.”

BUDGET

Strategy	Tactic	Cost Per Unit	Number of Units	Hours for City Staff	Total Cost
A	1	0	Post twice a week	10 hr. a week	0
B	1	0	2 surveys a month	30 min. per survey creation and evaluation	0
B	2	n/a	2 groups a month	2 hrs. per group	n/a
C	1	16 cents a flyer	100	4 hrs. per weekend	\$16
C	2	16 cents a flyer	200	4 hrs. per weekend	\$32
D	1	\$94 (driving costs)	1 round trip per university	1x a week	\$94/driving time
D	2	n/a	Multiple groups	1x a week	n/a
D	3	\$75 (table, tablecloth, snacks)	1 per university	2 hr. per week	2 hr. per week/\$75
D	4	n/a	n/a	2 hr. per week	2 hr. per week
E	1	n/a	1 survey, sign-in sheet, RSVP per event	2 hrs. per event	n/a
E	4	n/a	n/a	n/a	n/a
E	5	0	1 Instagram account	20 hrs.	0
F	park event	\$200 + gas for distance driven	n/a	2 hrs. for park event, n/a for WOW van services	\$200+
F	social media	0	1 survey per event	30 min. per survey creation and evaluation	0

Conclusions and Recommendations

Students research shows that the City of Salem's methods for volunteerism and community engagement have room for growth and creativity. Currently, Salem has a website and uses a variety of media platforms. However, community survey results showed that word-of-mouth was Salem's main tactic. With Salem's interest in increasing the participation from younger, diverse communities, there is the opportunity to focus on social media presence and in-person events. Based on the data and research, the student groups developed individual plans that can be found in the appendix.

Student recommendations include the following:

- Expand Salem's social media presence. Incorporate hiring an intern, tools such as Canva, and posting timeline to simplify the posting process and relieve staff hours. Engage with members of the community online, post frequently about volunteer opportunities, events, and chances to stay involved for all age ranges.
- Partner and work with local high schools and universities to increase involvement and awareness. Use surveys, giveaways, and sponsored events at schools.
- Work with Center 50+ to bring the WOW program to new neighborhoods, tying together a younger and older generation. Use the younger aged participants to help run the van and driving services to reach the north and northeast neighborhoods.
- Ensure equal accessibility through social media, flyers, and surveys with translations to Spanish and culturally appropriate language. Have captions with English and Spanish options and carousel posts.

Full implementation of the plan would cost a maximum of \$4,700, requiring between 10 and 320 hours depending on the range of tactics implemented. Evaluative measures range from social media engagement and clicks to survey and QR code responses. In addition, Salem can evaluate success based on if there is an increase in physical volunteer sign ups, engagement, and community participation. From those results, Salem could design further volunteer engagement efforts to continue fostering inclusion and meet city goals using sources from the appendix.

Appendix A: Student Group Campaign Details

GROUP 1: SHELTERING CRISIS

Aware of the potential negative opinions surrounding the city's handling of the sheltering crisis, this group aimed to address the concerns of the 18-24 age range. To improve perceptions, they suggested creating a Service in Salem Instagram account and utilizing hashtags such as #sailemservicestories. The group also emphasized using GenZ colors, fonts, and language in their communications to resonate with this demographic.

Timeline

Phase 1- Establishment (3 months)

- Create the @ServiceInSalem Instagram account (completed by week 1 of the phase) and follow local volunteer organizations, other Oregon cities, other volunteer/social justice accounts, City of Salem accounts, and any relevant volunteer leaders or city officials (completed by week 1 of the phase)
- Begin creating content for the social media (starts at week 1 of the phase - indefinitely)
- Work on a monthly content calendar and develop a content bank to pull posts from for the rest of the campaign (complete by the end of the first week of the month)
- Design service opportunity flyers, QR codes, and sign-up links monthly (for the first month by the end of week 2) (by the first of month after month 1)
- Print flyers for each new month and hang them up at the desired locations at the start of each month (for the first month by the end of week 2) (by 2nd day of the month after month 1)
- Sponsor a halftime free throw contest at local high school basketball games to promote volunteer opportunities. (all in the month of Feb, month 1 only)
- Start finding people for #SalemServiceStories, filming the needed content, and signing media release forms for those in the video. (complete by the end of week 6)
- Post 3 three times a week on the account using analytics for the best posting times once the information is available (weekly basis) (in our example, we use Mon, Wed, Friday)
- Keep high engagement on the account by replying to comments, reposting any relevant posts, responding to DMs, and commenting on tagged posts (weekly)

Phase 2: Growth and Engagement (2 months)

- Continue to post at least three times weekly using the analytics to adjust to the best posting times (weekly basis)
- Continue to keep engagement high with followers by replying to comments, reposting any relevant posts, responding to DMs, and commenting on tagged posts (weekly)
- Run an Instagram giveaway post where if you follow the account and comment on what service opportunities you are interested in, you will be entered to win City of Salem merch and a \$25 Visa gift card. Promote the post via the Instagram Ad Center for a higher reach in the area (start giveaway in May; giveaway runs until the end of June).
- Continue working on creating more content for the content bank in the future (weekly)
- Start the #SalemServiceStories series, posting one every week (weekly from May to June)
- Keep updating the flyers at the desired location and track the number of QR scans to see their performance (monthly)

Phase 3: Consistency (3 months)

- Promote 2 Instagram posts per month from July-Sept via Instagram Ad Center to keep increasing reach (monthly)
- Continue posting the #SalemServiceStories (once every other week)
- Continue posting 3 times weekly using the analytics to adjust to the best posting times (weekly)
- Continue to keep engagement high with followers by replying to comments, reposting any relevant posts, responding to DMs, and commenting on tagged posts (daily)
- Continue updating flyers as needed (monthly)

Evaluation Plan

Objectives 3.A, 3.B, and 5.A (referenced on p. 19)

The campaign will be evaluated by the number of people who scanned the QR code on flyers to the Google Form sign-up link and by the average monthly number of profile views on the Instagram page. This data will be readily available on a spreadsheet, which will be updated periodically to track the demographics and number of form completions. QR codes can be scanned on flyers, which will be available on campuses, hung up at the sponsored basketball games, and will be at popular Gen Z locations in the summer months. Seeing who just scanned the QR code by reading the flyer and who viewed the Instagram account showcases the awareness gained on the service opportunities. The goal is to have 700 people scan the QR code and an average of 700 monthly views of our profile by the end of July 2024.

This will be monitored by tracking the number of followers gained on the new Instagram account. In 7 months, the plan is to gain 2.5K followers by observing the number of followers monthly. This will be tracked through Instagram's in-app analytics already provided through the app, with demographics being accounted for, and the numbers will be compared monthly by being tracked on a spreadsheet.

This will be evaluated by finding the total number of 18-24-year-olds who fully completed the Google Form sign-up through the QR code. Workers will track the number of volunteer sign-ups by counting the number of completed forms the day before each event and logging it onto a spreadsheet. These volunteers' demographics will also be noted to be aware of communities that are and are not getting involved with these events. The hope is to see our sign-ups increase by 3% by the end of the campaign.

GROUP 2: HISPANIC COMMUNITY AND GEN Z

Recognizing the desire of the Hispanic community and GenZ individuals to be civically engaged, this group proposed conducting an interest survey to identify community needs and preferences. They recommended leveraging existing community-based events, such as Hispanic Heritage Month, to create engagement opportunities. In addition, students proposed strategies such as establishing a Latino Business Alliance spokesperson and launching a Ciudad de Salem Instagram to reach these demographics.

Timeline

Phase 1: Hispanic Heritage Month (September 15th-October 15th) - Establishment

- Create a new Instagram for Salem cultural events
- Revitalize the Facebook page
- Reach out to the Latino Business alliance (LBA)
- Host Hispanic Heritage Month Food Truck Kickoff Event
- Promote volunteerism and gauge interest within churches in the Salem community
- Host Viva Salem Hispanic Heritage Festival

Phase 2: October 16th- Day of the Dead (November 1st) - Involvement

- Offer community Ofrenda with Salem Public Library
- Begin recruiting volunteers for Day of the Dead event using data from food truck event
- Promote volunteer opportunities via Instagram and Facebook
- Promote Day of the Dead Parade event
- Host Day of the Dead Parade

Phase 3: December 2024- Growth and Engagement

- Continue partnership with LBA
- Recruit volunteers for Salem tree lighting event
- Host volunteer celebration event
- Promote current volunteer opportunities through City of Salem and track with new baseline numbers and continue to record data

Evaluation Plan

Objectives 1.B and 5.C (referenced on p. 19)

To evaluate how the events go, baseline data will be needed to measure growth in the future. To be able to see that data, staff will need to evaluate engagement on social media, attendance at the events, and the citizens' survey responses.

Engagement: Instagram offers analytics at no cost when having a business account. By having these insights, staff will be able to see followers, visits, the best time of follower engagement for posting, and more. By seeing these engagement analytics on the new Instagram account, staff can tailor outreach to the target audience.

Attendance: At the kickoff event, a Salem volunteer opportunity stand with the QR code will be available to all to scan to how many people are interested. This can help provide baseline measurements to calculate growth in the future.

Survey Response: After each event, there will be a survey that the volunteers and public can take. The survey results will help staff figure out what is successful, where there is room for improvement, and provides an opportunity to compare across events.

GROUP 3: IMPROVING CIVIC ENGAGEMENT OF YOUTH AND UNDERREPRESENTED COMMUNITIES

Recognizing the difficulty that youth and underrepresented communities may face in navigating the City of Salem’s website, this group proposed partnering with local universities and public policy majors to organize internships and volunteer opportunities. They suggested conducting volunteer “pitch” competitions and intercept interviews on campus to increase engagement. Students recommended a tailored website for students and a strong presence on multiple social media platforms.

Timeline

	November	December	January	February	March	April	May
1.1	1x/week	1x/week	1x/week	1x/week	2x/week	2x/week	2x/week
1.2	1x/month		1x/month		1x/month		
1.3	2x/week	2x/week	2x/week	2x/week	3x/week	3x/week	3x/week
1.4	1x/week	1x/week	1x/week	1x/week	1x/week	2x/week	3x/week
2.1	1x/week	1x/week	1x/week	1x/week	1x/week	1x/week	2x/week
2.2	1x/week	1x/week	1x/week	1x/week	1x/week		
2.3	Biweekly	Biweekly	Biweekly	Biweekly	Biweekly	Biweekly	1x/week
2.4							1x/month
3.1	1x/week	1x/week	1x/week	1x/week			
3.2	1x/month	1x/month	1x/month	1x/month	1x/month		
3.3							
3.4							1x/month

White key: Conduct outreach to universities.

- 1.1= visit colleges
- 1.2= visit college job fairs
- 1.3= table at public spaces throughout schools
- 1.4= collect contact information from students

Light grey key: Develop a social media campaign.

- 2.1= Develop social media graphics to advertise volunteer opportunities
- 2.2= Partner with students to promote volunteer opportunities on social media
- 2.3= Collaborate with students on campus to create short intercept interview videos
- 2.4 + 3.4= Announce winner of competition via social media channels

Dark grey key: Revamp volunteer opportunities.

- 3.1= Develop internal comms to promote idea of increasing volunteer opportunities or internships
- 3.2= Send colleges a survey to gauge student interest
- 3.3= Develop annual competition where students vote on new volunteer opportunities with Salem
- 3.4 + 2.4 = Announce winner of competition via social media channels

Evaluation Plan

Objectives 2.B and 2.C (referenced on p. 19)

- Track the contact information collected. Track engagement KPIs on TikTok and Instagram.
- Track the number of college students volunteering with Salem and its partners during January 2025.

GROUP 4: 23–38-YEAR-OLDS AND YOUNG FAMILIES

Understanding the importance of building community and engaging families, this group proposed partnering with churches and schools to improve family messaging. Students proposed park beautification events involving families and children to create a sense of pride and belonging within the community.

Timeline

Phase 1: June 2024-October 2024

June 2024	<ul style="list-style-type: none"> • Plan for informational booths outside of grocery stores to inquire about volunteer opportunities • Create informational flyers about volunteering after church services on the weekends
July 2024	<ul style="list-style-type: none"> • Implement the informational booths outside grocery stores • Create a partnership with public schools to plan a promotional booth at school events
August 2024	<ul style="list-style-type: none"> • Plan a park beautification event for families with an educational portion for the kids
September 2024	<ul style="list-style-type: none"> • Host promotional booth at back-to-school night at Chavez Elementary School and Eyre Elementary School, pass out flyers about park beautification event
October 2024	<ul style="list-style-type: none"> • Plan a park beautification event for families with an educational portion for the kids

Phase 2: November 2024-January 2025

November 2024	<ul style="list-style-type: none"> • Pay for a section in the two elementary school's quarterly newspaper to advertise for volunteer events • Send out advertisements regarding upcoming volunteer events to the school's newspapers
December 2024	<ul style="list-style-type: none"> • Card writing event hear the holidays for families to make holiday cards for Center 50+
January 2025	<ul style="list-style-type: none"> • Host the first park beautification event (include educational aspect for kids about how to plant)

Phase 3: February 2025- May 2025

February 2025	<ul style="list-style-type: none"> • Send promotional messages to neighborhood group platforms (i.e., Facebook and Nextdoor)
March 2025	<ul style="list-style-type: none"> • Continue to send out advertisements to schools/churches regarding upcoming volunteer events • Create a QR code linked to a survey and collect data based on their volunteer involvement
April 2025	<ul style="list-style-type: none"> • Host an Easter craft event at churches (decorating eggs or making an Easter bunny from paper objects); family oriented and adults can volunteer to bring supplies
May 2025	<ul style="list-style-type: none"> • Host a spring beautification event (can be as simple as planting flowers) • Send out more surveys and collect data based on the community’s volunteer involvement over the last year

Evaluation Plan

Objectives 4.A and 4.B (as referenced on p.19)

The City of Salem will release flyers with QR codes at the start/end of summer 2024 and 2025. The QR codes bring volunteer opportunities throughout the community. Through the QR codes, the City of Salem can track how many people are scanning them and learning about the volunteer opportunities.

The City of Salem will partner with local churches and schools to gain exposure. Through doing this, they can monitor how many community members get involved with the organizations. This will be tracked by anonymous QR code check in/out surveys offered by Salem. This can help give feedback about the volunteer service and track how many community members are involved.

The City of Salem will motivate the target public by hosting family volunteer opportunities. This includes the park clean-up event that will allow families to help beautify the community parks and officials will teach children about nature.

GROUP 5: SPREADING THE “WOW” FACTOR

This group focused on bridging the gap between the north and northeast neighborhoods and city government to tackle potential mistrust. They proposed using the Center 50+ WOW Van to create community and connection with residents utilizing empty nesters to provide mentorship to high school students that are providing tech support to older adults.

Timeline

The recommendation is to pilot the program over a school year, allowing student awareness to grow over the year as more students learn about the program, joining their friends.

August/September

Send out first survey to student groups to raise awareness and gauge interest

September/October

Collaborate with most interested student groups and pitch our program

October

Begin WOW Van program

December-June

Send surveys for feedback at the end of each school semester

Evaluation Plan

Objective 1.A, 2.A, and 5.B (as referenced on p. 19)

Benchmark Measurements (Before): Record the number of followers and age demographics for both Instagram and Facebook. Record average engagement rates and analytics on Facebook posts for age demographics. Continue to track these results after surveys are sent out.

Check for a 10% increase in high school students who liked the Instagram posts. Starting in the fall of 2024, the goal is to have a steady increase in high school volunteers. Example: before the fall of 2024 there were 0 volunteers. Quarterly the goal would be to have 13 new volunteers. Create a timeline of increase to measure if the goal of 10 new volunteers every 2 months is plausible.

Continue to evaluate the social media engagement and check age demographics for each. Increase in 14–18-year-old for Instagram? Are there at least 50 high school students following Instagram? Increase in 50+ for Facebook? Is there at least a 10% increase in followers from the beginning metrics? Check engagement rates on Facebook posts. Cross-reference with age analytics and demographics.

ALL MOCKUPS AND IMAGES

FIG. 8

Mockup of QR Code for Group 2's kick-off event



FIG. 9

Mockup of a Twitter point for a survey from Group 2 to gage community engagement

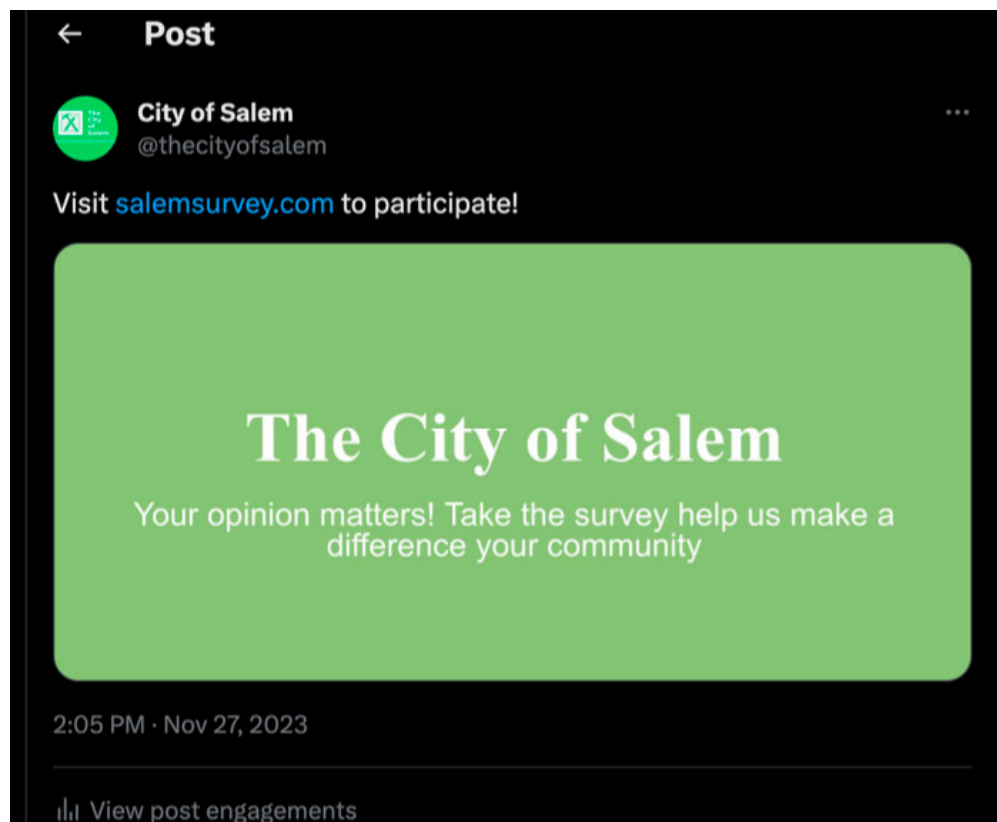




FIG. 10

Mockup of a flyer in both English and Spanish for Group 2's Día De Los Muertos event

FIG. 11

Mockup of a flyer in both English and Spanish for Group 2's Día De Los Muertos event



WILLAMETTE UNIVERSITY

HOME ABOUT STUDENTS ADMISSIONS



Volunteer Work

The city of Salem is working to provide more volunteer opportunities with colleges across Oregon. The volunteer work aims to boost the economy of Salem, alleviate homelessness, and provide affordable housing.

SIGN UP
HERE



FIG. 12

Sample Willamette University Volunteer Page Design



FIG. 13

Sample Instagram Post from Group 3

FIG. 14

Sample Instagram Post from Group 3

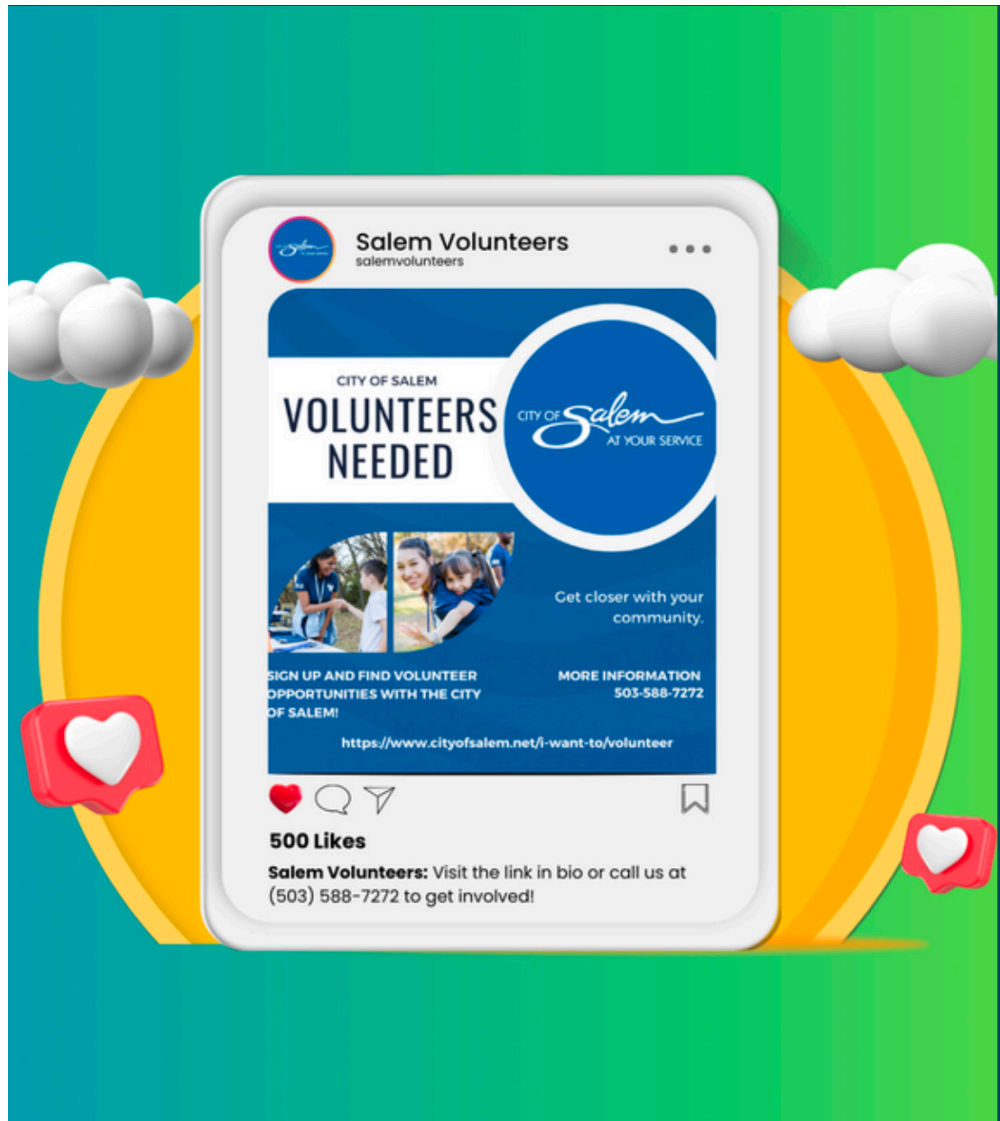




FIG. 15

Sample flyer for events and volunteer interest from Group 4



FIG. 16

Sample flyer for events and volunteer interest from Group 4



FIG. 17

Social media and poster mockup from Group 5

FIG. 18

Social media and poster mockup from Group 5

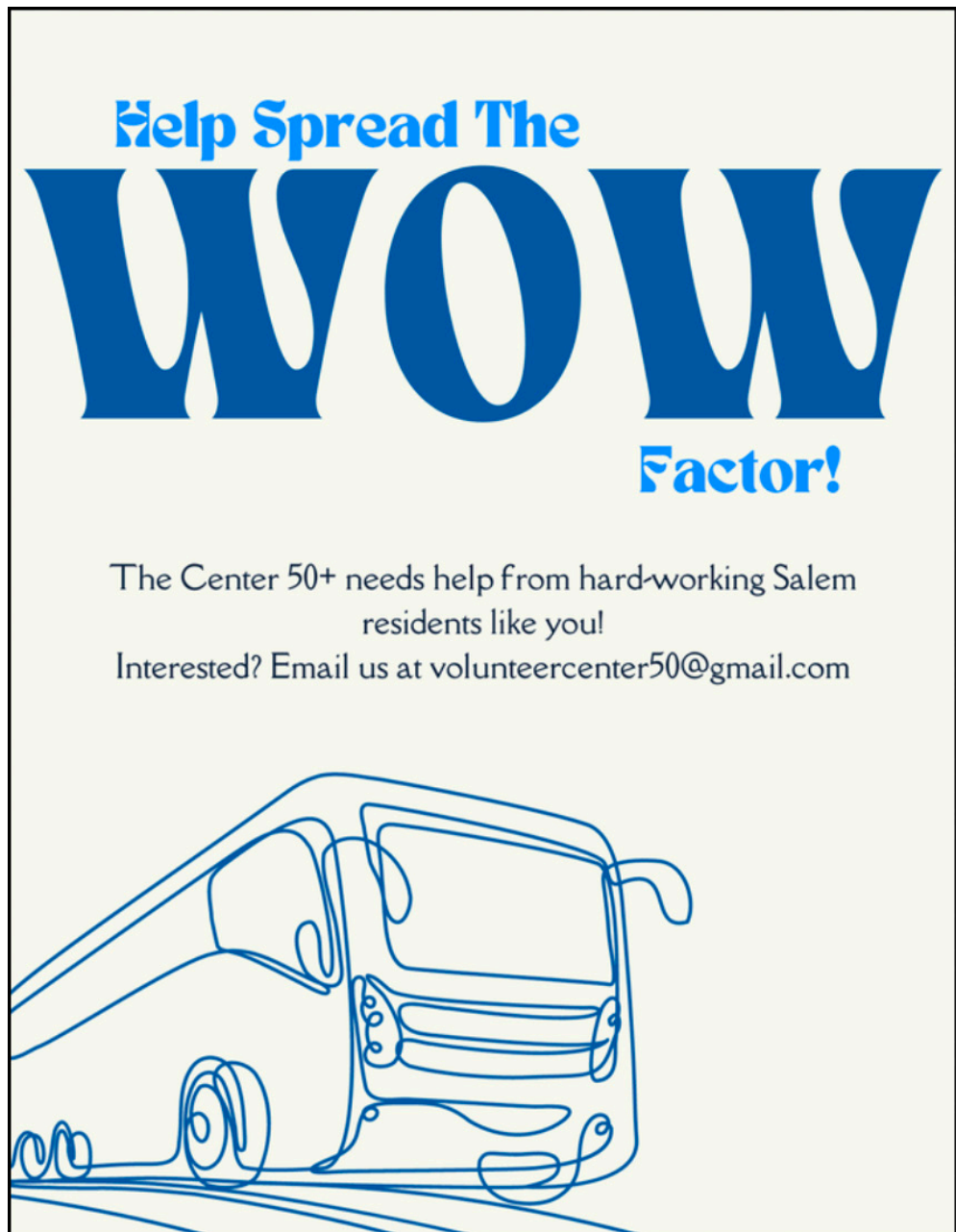




FIG. 19
Social media and poster
mockup from Group 5

SERVICE IN SALEM STYLE GUIDE

MAIN LOGO



COLOR PALETTE

MAIN COLORS


#3A5D9D


#F1EDE7


#FFFFFF


#000000

GEN Z ACCENT COLORS


#D1ED9F


#93DDDE


#F6C7DD


#FFC691

FONTS

USE BOLD, ITALICS, ALL CAPS/LOWERCASE, DIFFERENT EFFECTS/SPACING

PEACE SANS

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890

AILERON

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890

KEY ICONS/SHAPES

RETRO, LIGHT BORDERS, MIX OF ROUND AND POINTED EDGES







MOODBOARD INSPIRATION

MIX OF GRAPHICS + IMAGES










FIG. 20

Suggested Style Guide from Group 1

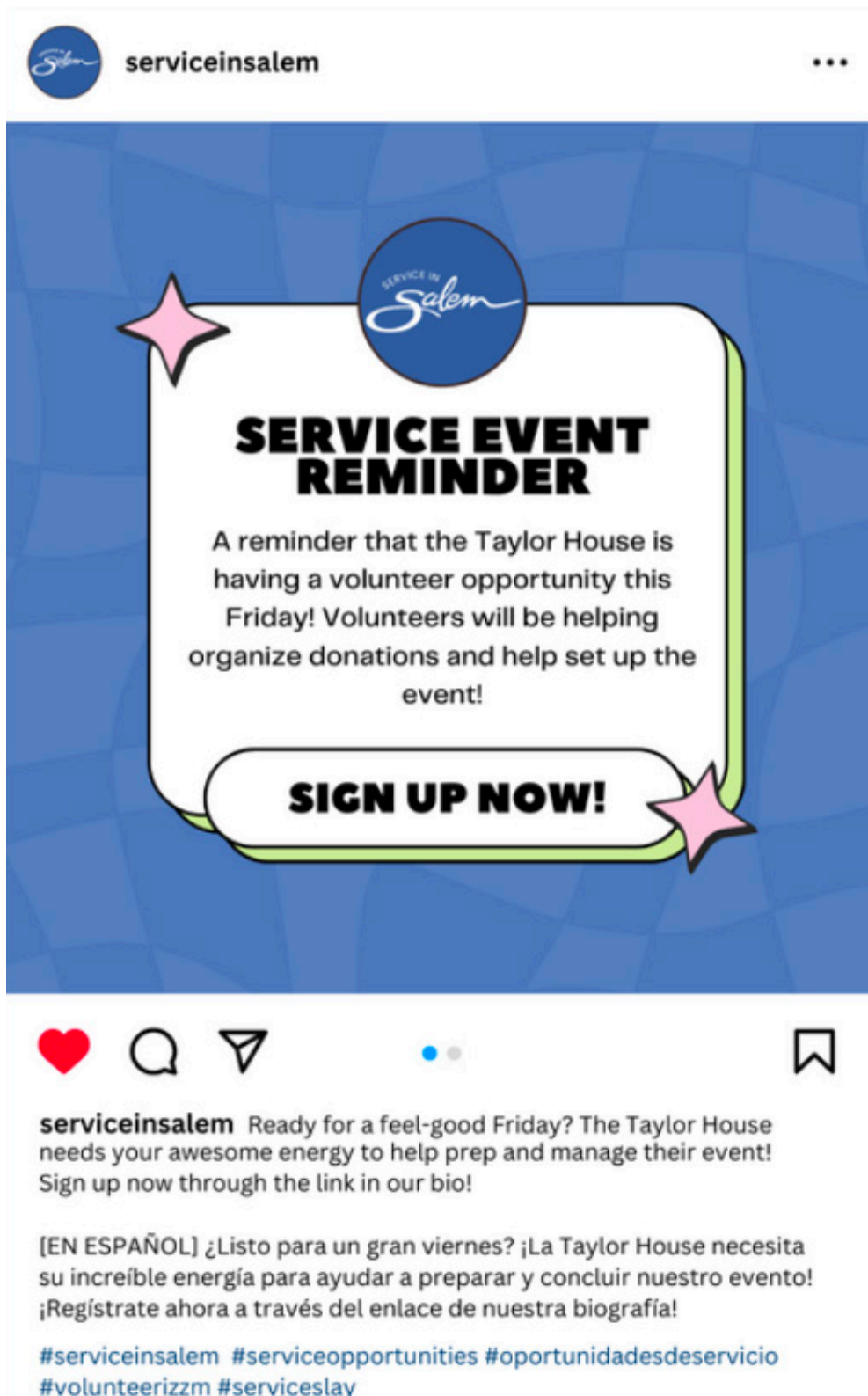


FIG. 21

Mockup carousel post in English and Spanish

FIG. 22

Mockup carousel post in English and Spanish





FIG. 23

Sample Instagram post for school-hosted event by Group 1



FIG. 24

Sample social media post for suggested giveaways from Group 1

FIG. 25
Sample Instagram feed
from Group 1

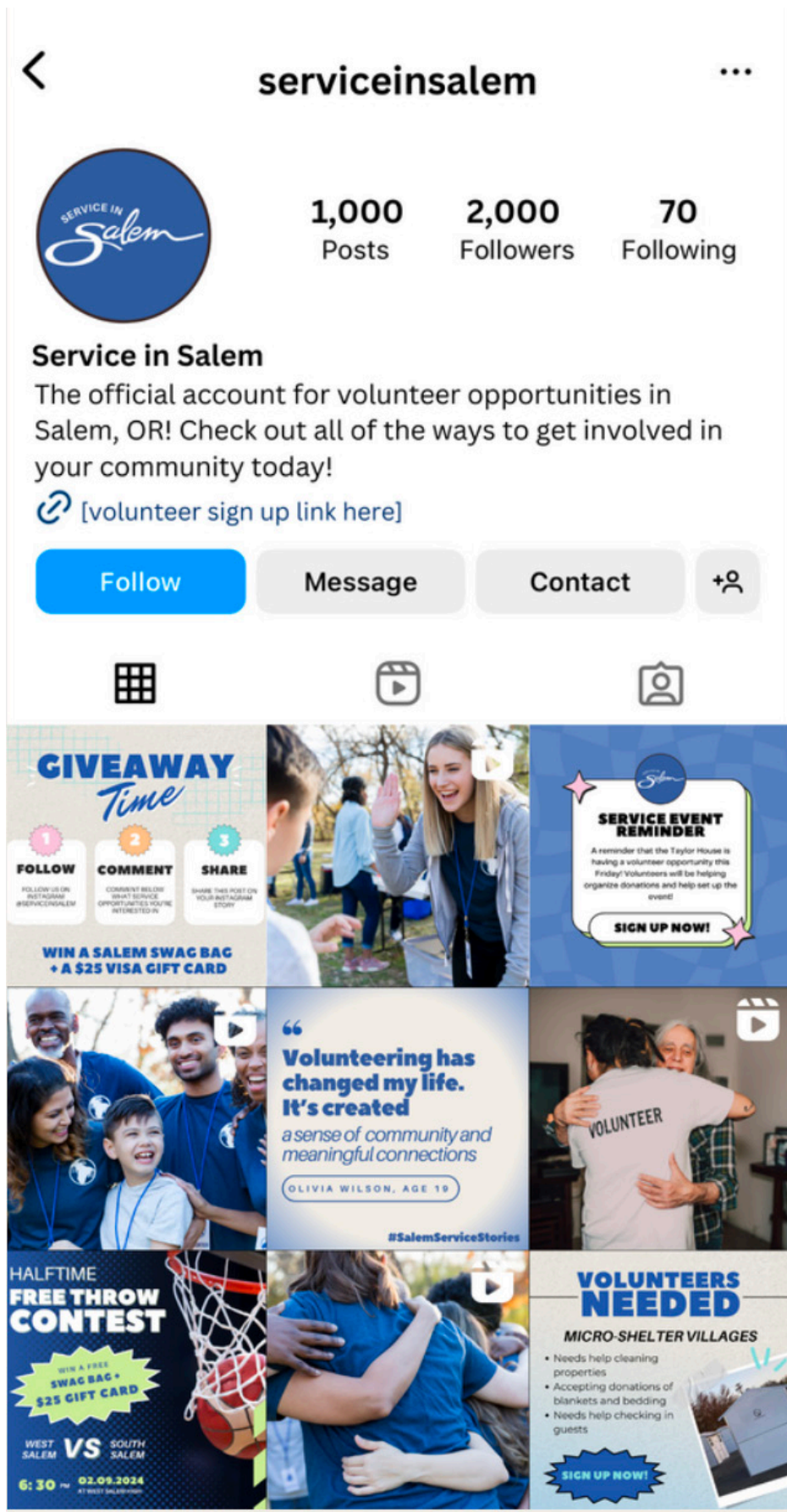




FIG. 26

Sample flyer in English and Spanish from Group 1

FIG. 27

Sample flyer in English and Spanish from Group 1



OPORTUNIDADES DE SERVICIO

ABRIL

**MIÉ
03**

AYUDA PARA LA LIMPIEZA DE MICROREFUGIOS

1280 Center St. NE Salem, OR / (503) 588-6255

VOLUNTARIOS DE TAYLOR HOUSE

**LUN
08**

625 Union Street Northeast Salem, OR / (503) 391-6428

**SÁB
13**

VOLUNTARIOS DE SALEM WARMING SHELTER

2990 Lancaster Drive NE. Salem, OR / (503) 399-9080

EL CENTRO PARA HOPE AND SAFETY LAS DONACIONES

**DOM
21**

605 Center St NE, Salem, OR / (503)378-1572

↓

¡INSCRIBETE YA!



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