

# Pump Up Salem

Kaitlyn Bullentini • Avery Clifford • Nicole Duda • Michaela Horvath • Ella Norton • Kayleigh Knight • Madison Plumley  
Report Authors • School of Journalism

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Attila Schillinger  
Faculty • School of Journalism

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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 (182,396; 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.

**FIG. 1**

Riverfront Park

*Image Courtesy: Ron Cooper*



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, garbage collection, 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.

## Course Participants

### Journalism Undergraduates

Kaitlyn Bullentini  
Avery Clifford  
Nicole Duda  
Michaela Horvath  
Ella Norton  
Kayleigh Knight  
Madison Plumley

**PR Campaigns (J 454)** is a capstone course for public relations majors to include professional portfolio presentations and review. Course objective include applying theory, skills, and a team-based approach to researching, planning, presenting, and implementing a campaign for a client.

# Executive Summary

## *Campaign Overview*

We were tasked with the opportunity to design a campaign to educate Salem residents on heat pumps and their benefits to support the city's sustainability initiatives. The overarching goal of our campaign was to increase awareness of heat pumps and an understanding of their benefits in Salem. To achieve this goal, we developed a strategy broken up into two parts: a storytelling community approach and enabling residents to overcome common barriers. Part one focuses on highlighting early adopters of heat pumps within the Salem community and using peer-to-peer communication with simple language to help educate others on the benefits of heat pumps. Part two focuses on overcoming common barriers in heat pump adoption, such as cost, by using action-oriented language and establishing relationships with potential partners like local banks.

## *Campaign Deliverables*

To support these strategies, we developed many campaign deliverables to help meet the objectives. We created mockups for a new website, tabling marketing materials, postcards, event invitation flyers, yard signs, stickers, inspiration for news segments, and sample social media content. These recommendations are essential components in our peer-to-peer communication and overcoming barriers strategy, and they also have a budget and implementation timeline.

## *Next Steps*

Building on the deliverables provided, we recommend that the City of Salem implement these short-term and long-term recommendations.

## *Short-term Recommendations*

To kick off the campaign, the first step would be to help introduce the idea of heat pumps and their benefits to the Salem community. Our first recommendation is to host an Energy Efficiency Summit to educate landlords and property owners/agents on the economic benefits of heat pumps and hear from an early adopter panel. Our next short-term idea is to do a few monthly Pump Up Salem Pop-Up booths at local markets for a hands-on component with engaging educational marketing material. The final short-term recommendation is to have a news segment on heat pumps featuring the story of an early adopter to help spread more education and their experience on a platform with a large outreach.

## *Long-Term Recommendations*

To keep the momentum going in the long term, we hope to have a continuous educational push to further establish the base knowledge of heat pumps to residents to create a long-lasting change in Salem. We suggest keeping up-to-date social media accounts and posting weekly educational yet trendy content on Facebook. We also suggest doing a series of postcard send-outs featuring the stories of early adopters to tie into our bottom-up approach and help reach residents where they already are. We think this task can easily be extended beyond the length of the campaign to keep the conversation about heat pumps going, and it can help drive traffic to the website for more educational content. Similarly, our final suggestion is to do a Heat Pump Home Showcase, providing homes with a heat pump with a sticker and yard sign to show off. Once again, we believe this idea can be continued beyond the length of the campaign to help keep the topic relevant.

### *Executive Summary (cont.)*

Additionally, to keep up with our strategy of overcoming barriers, we hope to have a long-lasting partnership with a local bank in Salem to create a payment plan for heat pumps. This suggestion is long-term to help continue providing residents with financial assistance even after the end of the campaign. We also suggest creating a website tab specifically for heat pumps and keeping this up to date with new information in the long run, so residents have easy-to-access and current educational information at all times.

As we wrap up this course, we thank you again for the opportunity to work with the City of Salem. Working with you all and getting to know Oregon's capital city and its community has been a privilege. Seeing the city's sustainability initiatives has been inspiring, and we believe that Salem can reach its sustainability goals by implementing these recommendations. We thank you for trusting our team with this task and for your willingness to work with us. We look forward to hearing your feedback and are available for further discussion if needed.

## Final Plan

### SITUATIONAL ANALYSIS

#### **City Overview and Climate Action**

**Plan Background:** Salem is the capital city of Oregon and the second-largest city in the state. The overall population is 182,396 people, with a median age of 37. Demographically, 62% of Salem's population is aged 18-64. Within this, the largest age group is 30-39, making up 15% of Salem's population.

Part of Salem's mission statement is to enhance the environment and neighborhood quality. In 2020, the City Council announced two greenhouse gas emissions reduction goals: to reduce greenhouse gases by 50% by 2035 and be carbon-neutral by 2050. To reach these, Salem established a Climate Action Plan (CAP), updated in 2021, which used a grassroots approach of taking community input. The CAP identified 183 strategies to help Salem meet its goals. In 2021, the city conducted greenhouse gas inventories, which found that 1,233,620 metric tons of CO<sub>2</sub> were released that year. Additionally, transportation accounted for the largest

energy emission (41%), followed by commercial (32%) and residential (23%).

Since the community was at the core of creating the Climate Action Plan, keeping that relationship with citizens is vital. Salem believes that to avoid the worsening impacts of climate change, all community members need to make coordinated efforts to reduce their emissions. The "why" for the organization's existence is to preserve environmental and human health for the common good within the city.

#### *Current Challenge*

Salem is currently experiencing a slow adoption rate of heat pumps due to a lack of education on what a heat pump actually is and its economic and sustainability benefits. With residential energy usage accounting for 23% of Salem's energy emissions, this can make a large impact on helping Salem reach its sustainability goals. Salem has an opportunity to influence citizens to adopt sustainable practices, in this case,



### *Current Challenge (cont.)*

transitioning to heat pumps. Shifting to cleaner energy is crucial to prevent energy-burdened households (spending above 6% of household income on energy).

## **OPERATIONAL CONTEXT**

### *Region and State*

In the Pacific Northwest, the adoption of heat pumps has been slow. In 2017, only 15% of single-family homes in this region used a heat pump. On a state level, Oregon has had several initiatives to help increase the adoption of heat pumps. In 2023, the Oregon Department of Energy launched two heat pump incentive programs to help lower costs and make it a more accessible option. This included the Community Heat Pump Deployment Program and Oregon Rental Home Heat Pump Program. Since electricity is the most popular way for Oregonians to heat a home, as 52.3% of housing units in the state rely on electricity for heating, switching to heat pumps is vital to help meet sustainability goals.

### *Comparable Cities*

Salem's competitors include neighboring cities. Eugene effectively communicates state-wide heat pump incentive resources on websites and collaborates with Lane Community College to educate trade school students on heat pumps. Eugene has partnered with local energy providers, ensuring consistent government incentive communication. Portland provides easily accessible information on heat pumps and incentives on its website and offers free heat pumps to low-income residents through the Portland Clean Energy Fund and local non-profits. Bend has an easy-to-find CAP on its website, featuring an email sign-up list for citizens to receive updates. The city

maintains strong social media channels with city updates and has a Home Energy Score Program where houses are rated on energy efficiency. The difference between these cities and Salem is their readily available information on heat pumps, incentives, and CAPs.

## **SWOT**

Salem's main strength is its use of a successful word-of-mouth communication strategy. Additionally, the City of Salem has a slowly growing percentage of the population who already have and use heat pumps (15%), and there has been a slight increase in heat pump applications over the past three years. While these are all positives, weaknesses include a small communications team and challenges in persuading citizens to switch to heat pumps, potentially from inadequate information on Salem's website and social media. Although there are weaknesses, there is also ample opportunity for growth. The opportunity here is to educate Salem residents on what a heat pump is and its benefits. Additionally, there is the opportunity to focus on the financial aspect of heat pumps to encourage residents to make the switch and see an increase in applications. Finally, there are a few threats, such as the rising cost of heat pump installation, lack of heat pump installers, accessibility issues with obtaining a heat pump due to cost, and residential resentment towards the verbiage around climate activism.

## **AUDIENCE/PUBLICS**

To best educate the Salem community on heat pumps, the primary public for this campaign is homeowners, and the secondary public is renters. Salem has about 65,500-67,500 housing units, with 45% renter-occupied and 55% owner-occupied, so homeowners and renters make up a large portion of the Salem community.

### *Audience/Publics (cont.)*

Additionally, as previously stated, just 15% of single-family homes in the region use a heat pump, so for renters, that number is likely smaller. Little research is done on whether people are currently educated on these topics, which leads us to conclude that this topic is unknown to residents in Salem. The key stakeholders that have been identified within the audience of this campaign are utility companies (PGE & Salem Electric), contractors, the Salem government, heat pump manufacturers and technicians, and homeowners and renters. Furthermore, we would also like to target property groups, landlords, and apartment complexes to expand the city's reach. There is little information on these groups in Salem but the city does have a full data set of general contact information for landlords that can be used to help share information with them.

## **RESEARCH**

### *Primary Research*

To understand our publics, we interviewed homeowners and renters in Salem. Our first interview was with Breanne Swindle, age 23, who has lived in Salem her whole life with parents who are homeowners. She stated, "I don't have a good knowledge of heat pumps. My mom uses a gas heater, and my dad uses a pellet stove and a fireplace. I think my neighbor works in the heat pump industry, though. They have a heat pump. I don't know the benefits of heat pumps regarding the environment other than they might be energy efficient. I do know that Oregon offers rebates for heat pump installation under certain requirements and costs." We also interviewed Thomas Hodgkins, age 24, who is currently a renter in Salem. He stated, "I don't know much about heat pumps other than they're good for the environment. I think my current place uses gas heating, but I'm not sure. If there

were a way for me to install one that wasn't too expensive and worked with a rental, I would be interested. I had no idea Salem even offered them, though." Additionally, Salem homeowner Paul Howard, age 62, shared that he has a heat pump for his home. Howard said, "Heat pumps are more efficient and cheaper because they operate as a heat transfer system rather than a heat generation system." Hearing that there are people in Salem who know the positive impact of heat pumps and currently own one proves that there is an adequate audience here that can be reached.

### *Secondary Research, PGE & Salem Electric*

The two energy providers in Salem are Salem Electric and Portland General Electric (PGE), which are exclusive franchises, so residents cannot switch providers because they are location-based. West Salem's provider is Salem Electric, which has 96% verified carbon-free purchases. PGE, which covers the rest of Salem, has only 20% of purchases verified carbon-free, so focusing on PGE in this campaign is vital. The city is not the energy provider; therefore, has limited ability to influence individual-level conservation habits.

As of October 2023, PGE has 900,000 customers across Oregon. The average residential bill is around \$153 a month, which is 16% lower than the average national electrical bill. However, customers have experienced a 30% rate increase since 2022. PGE focuses on sustainable solutions that reduce environmental impacts and operate safely. With a user-friendly website, there is a page focused on heat pumps, their benefits, and information on rebates and incentives. Some of the incentives listed are that a heat pump saves 40%-60% of energy and has easy financing with a PGE contractor. PGE allows customers to add the heat pump to their monthly bill, paying in installments versus at once. They offer cash

### ***Secondary Research (cont.)***

rebates, ranging based on the heat pump. In addition, PGE has a quick quiz residents/renters can take to determine which heat pump is best for them.

Moving onto Salem Electric, which is a local operator, versus PGE, which is statewide, as of 2022, Salem Electric had billed 20,674 accounts with 47 working employees. They also focus on sustainability and advertise heat pumps as being high-efficiency, energy-efficient, and a way to save money on their website. Salem Electric currently offers \$500 rebates on heat pumps and different incentives based on family size. There is also an easily accessible contractor list with locations and contact information.

### ***Heat Pump Research and Incentive Programs***

Heat pumps are energy-efficient devices that provide heating and cooling for residential and commercial spaces by transferring heat between indoor and outdoor environments. The systems move heat from a lower-temperature space to a higher-temperature space, using a small amount of energy to do the transfer. Heat pumps are versatile and can be used in various climates, extracting heat from the air, ground, or water sources, depending on the specific type of heat pump. Air source heat pumps absorb warmth from the outside air and release it inside during the heating season while reversing the process for cooling during warmer months.

According to the Department of Energy, heat pumps, compared to gas boilers, reduce greenhouse gas emissions by up to 50%. It can save up to 7.6 tons of carbon emissions yearly, which is useful as a quarter of Oregon's energy use is from heating and cooling homes. The New York Times reports that it's one of the best ways

for homeowners to reduce their carbon footprint without sacrificing comfort. In comparison to oil heat, heat pumps can save \$1000 yearly, or \$500 yearly, in comparison to electrical heating. According to the Insulation Institution, insulation can cut down the need for heating, and if done before heat pump installation, it can save the homeowner money. Heat pumps work with most homes but require an upfront cost of 10 to 40 thousand dollars. For renters, there are portable heat pumps or a dual-hybrid system.

The Oregon Department of Energy has launched two heat pump incentive programs in 2023. The first program is the Community Heat Pump Deployment Program, which provides grants to those eligible to provide financial assistance for the purchase and installation of a heat pump. The second program is the Oregon Rental Home Heat Pump Program. This program offers rebates that cover up to 60% of the cost of heat pumps for landlords to install for renters. It offers grants for installation and related upgrades in any form of rental-based dwellings. PGE and Salem Electric offer incentives, rebates, and cash for customers who use their contractors and installation process. Energy Trust Oregon offers rebates between \$200-1625 for installing heat pumps serviced by PGE. The Inflation Reduction Act also offers a tax credit for switching to a heat pump. For the 2023 tax year, Oregonians can claim a tax credit for 30% of the costs of buying and installing a heat pump, up to \$2,000 for any electrical service performed to get the home ready for a heat pump. Heat pumps are also money-savers and decrease the average monthly bill in the long run, incentivizing people to switch. Many utilities offer incentives, just not all-inclusive ones such as the state programs or electrical companies mentioned.

## GOALS AND OBJECTIVES

In formulating our goals and objectives, we used our thorough research. As a result, we identified our overarching goal: to increase the awareness of heat pumps and an understanding of their benefits in Salem. Our first objective was to achieve a tangible outcome through application numbers. Specifically, we aim to facilitate a 10% increase in heat pump applications within Salem through a year-long outreach effort by the end of May 2025, equating to 108 applications. Our second objective focuses on online engagement, striving for an average of 30 clicks monthly on the newly established website tab dedicated to heat pumps, also by the end of May 2025. These objectives are strategically designed to not only quantify our progress but also to gauge the effectiveness of our outreach initiatives in attaining our broader goal.

## STRATEGY

We will use a storytelling, bottom up approach to help educate Salem homeowners and residents on heat pumps and their benefits. We will highlight the early adopters of heat pumps in Salem and use these community members' stories to educate residents on the personal benefits of heat pumps. Simple education on heat pumps and their sustainability and economic benefits is the first vital step for residents to understand their importance. Furthermore, since climate change concepts typically use jargon that people do not fully understand, we suggest simple language to help the audience better understand the concepts (clean energy, pollution, costing too much, etc.). After the educational aspect, we want to help residents overcome common barriers in adapting heat pumps, such as cost and a lack of technicians for installation, through using action-oriented language and establishing relationships with potential

partners like local banks, non-profits, or news stations.

## MESSAGES

Our messages will be divided into two segments: cost and clean, as it is essential for the audience to understand both the economic and environmental benefits. The cost messages will focus on the economic benefits and financial side of heat pumps. For instance, the messages will focus on the options for rebates specific to homeowners or renters, how heat pumps help lower utility bills, and how they will save money in the future. The clean segment of the messaging will focus on the environmental side of heat pumps. For instance, heat pumps are energy efficient, and provide long-lasting heat and air conditioning. For both messages, there will be calls to action to guide the audience to the next steps. For instance, a call to action for the renters is to start a conversation with their landlords. The general call to action is to visit the website tab for more information and to see the stories of community members.

## TACTICS

To continue with the storytelling and educational aspect of our strategy, we have generated a variety of ideas to break barriers and give educational experiences. There are both short-term and long-term recommendations to help Salem continue their path toward a more sustainable future, even after the campaign has finished.

### *Short-term Recommendations*

For the breaking barriers aspect of our strategy, our first suggestion is the Energy Efficiency Summit. This will be a conference-style event focusing on education about heat pumps and their benefits. The event will target landlords, property owners and agents/groups. There will be a panel with

### *Short-term Recommendations (cont).*

early adopters of heat pumps to speak on their experiences, tying in the peer-to-peer communication aspect of our strategy. The summit will also focus on national trends of heat pumps and stress the idea of saving on your utility bills. We want to convey to landlords and property owners that switching to heat pumps can generate long-lasting tenants and target many potential properties at once. Furthermore, we recommend using exclusive-sounding language when extending the invite to the summit to increase attendance and participation. We suggest using a database of current landlords in Salem for the invite list.

Our second short-term recommendation is the Pump Up Salem Pop-Up to go with the educational experience component of our strategy. This will be a booth or table at the Salem Saturday Market or other sustainability events throughout the city. There will be flyer handouts with a QR code to the website, where residents can find information on heat pumps. We suggest incorporating other fun and sustainable activations, such as reusable water bottles and home weatherization kits, to tie in the environmental aspect and encourage people to stop by the booth and participate. The weatherization kits also include outlet covers, which could be a great way to get kids involved to design or paint them. In addition to handouts, we suggest having some sort of mascot costume to grab attention. Also, we suggest bringing a portable heat pump to provide that hands-on learning of what a heat pump looks like and what it does. This tactic will increase awareness about heat pumps and their benefits while providing an in-person experience.

Our final short-term suggested idea is called Heat Pumps Making Headlines. This

recommendation, which again correlates to our educational experience strategy component, will work with local news stations, radio stations, or newspapers to promote heat pump adoption. Using early adopters, they can share their success stories and emphasize the lower energy costs and future benefits of switching to a heat pump. By using a community approach, we can raise awareness about heat pumps on a broader scale and increase the number of applications.

### *Long-term Recommendations*

The first long-term recommendation for our overcoming barriers strategy is titled Chill On Payments, Heat Up Your Home. This suggests a partnership with a local bank in Salem, such as Umpqua Bank, Willamette Valley Bank, or other local chains. The idea is to create a payment deferral or payment plan program that introduces a new finance option for Salem residents looking at installing a heat pump. Due to city legalities, we suggest possibly working with a non-profit or city organization that has community trust, such as 350 Salem or Mid-Willamette Valley Action Agency. This tactic will provide residents with financial assistance while giving residents more accessibility to heat pumps. This tactic should be something long-term that continues past the length of the campaign to help continue to provide residents with financial assistance even after the end of the campaign.

Our second suggestion is referred to as the Heat Pump Hub. This will be a new tab implemented on the City of Salem's current website focused solely on heat pumps and will tie into our educational experience strategy. All educational materials, such as information for installers, rebate links, etc., will be in one place. The website tab will also feature videos of local community members or city officials who share their experience

### *Long-term Recommendations (cont.)*

with heat pumps. We encourage having language discussing the economic benefits or lowering of bills that heat pumps provide. The tab directly on the city's website allows the city to control what information is shared and when. This will help raise awareness of what a heat pump is, possible finance opportunities, and hear personal stories in one place. We recommend this as something long-term as we hope this can be kept up to date with new information in the long run so residents have current educational information at all times.

The next long-term recommendation is Story Spotlights. This idea is to send postcards from the City of Salem to current homeowners and renters to go with our educational experience strategy. The postcards will feature simple language that stresses benefits such as lower utility bills and cooling for the hot summers. The postcards will also have a QR code that takes readers directly to the new website tab to help drive traffic there. The postcards will feature stories from different early adopters with a quote on their experience with a heat pump to tie in the peer-to-peer and bottom-up approach. This recommendation reaches homeowners and renters where they already are, at their homes, requiring no external attendance. Although we suggest this as a long-term recommendation, it will occur monthly during our campaign timeline. We suggest this as a long-term idea since it can easily be extended beyond the length of the campaign (occurring as frequently as the city would like) to keep the conversation about heat pumps going and keep the topic relevant, and it can help drive consistent traffic to the website for a continuous educational push.

Following the Story Spotlights idea, our next educational suggestion is the Heat Pump Home Showcase. Once homeowners

or renters send in their application for a heat pump, they will receive a yard sign and sticker in the mail inspired by security companies, such as ADT, and their marketing items. The sticker will go in the corner of a front-facing window or on a personal item, and the yard sign will go in the front yard of a house/rental. They will also receive instructions on heat pump care, investment options, and information on rebates and installers. This will help promote and encourage other Salem residents to apply for heat pump installation and show off that their homes run on clean energy. Although we suggest this as a long-term recommendation, it will occur monthly during our campaign timeline. Once again, this idea can be continued in the long run after the campaign ends to help keep the momentum going and the topic relevant.

Our final long-term suggestion is Heat Pump Highlights. Creating fun and engaging posts across social media platforms, specifically Facebook, will reach our target audience and bring attention to heat pumps across Salem. Incorporating dad jokes and other millennial trends will help reach our targeted public. To further this, we also designed a style guide for the social media content and any marketing materials with fonts and colors that will appeal to our audience. Furthermore, the posts can share educational points while keeping content easy to watch, connecting this idea to the educational experience part of our strategy. We want to encourage tying in simple language, as stated in our strategy. In addition, generating a Facebook group of potential applicants will create a sense of community where members can ask questions, gain more insight, and hear from a neighbor. This will educate a new demographic on basic facts covering heat pumps and their benefits while seeing new engagement with the posts across platforms. This is a long-term recommendation, as keeping up-to-date social media will help

### ***Long-term Recommendations (cont.)***

keep the topic relevant and ensure current educational content is always available.

### **TIMELINE**

This is a 12-month campaign starting in June 2024 and ending in May 2025. The campaign is broken up into three parts, playing off the City of Salem’s “Cherry City” name. Phase 1: Plant the seed will take place from June through August. This is our introduction phase with suggestions such as building the new website tab, contacting early adopters for their assistance and success stories, hiring a social media intern, and ordering any marketing material. In this phase, the first postcard send-out will occur, the bank partnership will begin, and the Energy Efficiency Summit will be held. Next, Phase 2: Branch Out will occur from September until December. This phase will feature the news segment and a second round of postcard send-outs. Lastly, Phase 3: Blossom will take place from January to May. This phase will include our final postcard send-out and our last series of merch distributions. Furthermore, to keep the momentum going throughout the campaign and for consistent promotion, tabling and the yardstick and sticker send-outs for the Home Showcase will occur monthly, and social media posts will occur weekly.

### **BUDGET**

Our campaign considered the allocation of resources to maximize impact while minimizing costs. We recommend hiring a social media intern for a monthly salary of \$350 to increase Salem’s online presence and increase information about heat pumps. Additionally, we’ve opted for promotional options, such as flyers and postcards, ensuring affordability without compromising audience reach. Promotional items like reusable water bottles and customized

weathering kits offer tangible reminders of our message while staying within our budget. We’ve also secured a cost-free venue, utilizing the Center 50+ for events and activities.

### ***Social Media Intern Salary: Total for 12 months: \$4,200***

\$350 per month (assuming a one-year campaign)

Canva Pro Account: \$0 (City already has one)

### ***Printed Materials: Total: \$900***

Flyers: \$475 for 1,250 flyers

Postcards: \$425 for 17,000 postcards

### ***Promotional Items: Total: \$940***

Reusable water bottles with heat pump logo: \$300 for 75 bottles

Customized heat pump: \$220 for 5,000 stickers

Yard signs: \$240 for 48 signs

Customized Weatherization Kits: \$110 for 100 kits

Center 50+ Auditorium for Summit: \$0 (Free for the city to use)

Tabling Tent: \$70

### ***Total Budget in a Year: \$6,040***

### ***Total Budget Per Month: \$503.33***

### **EVALUATION PLAN + KPI**

To measure the success of our campaign, we have set two Key Performance Indicators that relate back to our objectives. Our first objective, which is to see a 10% increase in new heat pump applications in Salem after a year of outreach, will be measured by the amount of new heat pump applications sent in by residents until the end of May 2025 and will be tracked on a spreadsheet that is updated monthly. Our second objective, to see an average of 30 website clicks per month on Salem’s website tab on heat pumps in a year of outreach, will be measured in two ways. The first is to track the number of QR codes scanned on all print materials (postcards and flyers) via a

*Evaluation Plan (cont.)*

spreadsheet that will be updated monthly. The second is to use the website analytics page to track tab clicks, also, data will be recorded via spreadsheet and updated monthly.

# Deliverables + Mockups



**FIG. 1**  
Energy Efficiency Summit Flyer Mockup



**FIG. 2**  
Website Mockup 1



**What is a heat pump?**

Learn about the heat pump, a long-lasting heating and cooling system that can save you money on bills, and help create a healthier Salem.

[Read more](#)



**What are the benefits?**

Find out about potential savings, the environmental benefits, and how you can achieve optimal comfort in your home by installing a heat pump today.

[Read more](#)



**How can I get one?**

Check out the different options for heat pumps, as well as contractors and insulation options. For renters, there are even portable heat pumps!

[Read more](#)



FIG. 3  
Website Mockup 2

## Hear from community members



Jane and John Doe  
Homeowners with a heat pump

Hi! We are Jane and John, and we installed our heat pump eight years ago. We wanted to get one after hearing about the environmental benefits, and how energy efficient it is. It's one of the best decisions we've made! We used Gales Heating for the installation and PGE. Reach out if you have more questions!

GET IN TOUCH!



John Doe  
Homeowner with a heat pump

Hi, I'm John. I installed my heat pump three years ago after I learned how cost-efficient it made heating and cooling. Since getting one, my utility bills have gone down and my house is more comfortable than ever. I used an independent contractor and PGE; reach out for more information.

GET IN TOUCH!



John Doe  
Contractor

Hi, I'm John, and I am an independent contractor. I installed my first heat pump in Salem over 15 years ago, and have installed dozen more since then. I take pride in serving the Salem community and look forward to helping you achieve optimal comfort and energy efficiency in your space.

GET IN TOUCH!

## Learn from community members

Hear why many residents of Salem are making the switch to a heat pump and hear about their experiences. There are many different options that can fit any space, and any requirements. From eco-friendly benefits and lower bills, there are many reasons to make the switch towards a healthier Salem. Find out more in this video with Salem residents who are saving money with a greener system.



FIG. 4  
Website Mockup 3

## Discover your financial options

Explore your options for rebates, loans, and payment plans to make your installation of a heat pump as easy as possible. Connect with experts who can explain all your options for contractors and help with the process, maximizing your savings and guiding you through your installation.

LEARN MORE

Interested in cutting down your bills?

## Fill out an application today!

HEAT PUMP APPLICATION

### FAQ

**What houses can have a heat pump?**

Almost all houses are eligible to have a heat pump installed, as they are extremely modular. They function best in climates that rarely drop below freezing.

**What is the cost of installing and maintaining a heat pump?**

The cost of installing a heat pump can depend on the size of your house, contractor rates, and the type of heat pump. It typically ranges from several thousands of dollars to tens of thousands of dollars, but there are options for rebates and savings.

**What factors should I consider before installing a heat pump?**

You should consider the current insulation and ductwork, as well as the Seasonal Energy Efficiency Ratio (SEER), which can affect rebates. You should also consider where you want to place the heat pump, and the layout of your house to determine what size you need.

FIG. 5

Website Mockup 4

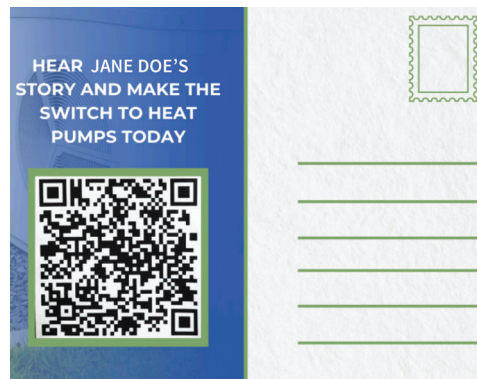


FIG. 6

Story Spotlight Postcard Mockup



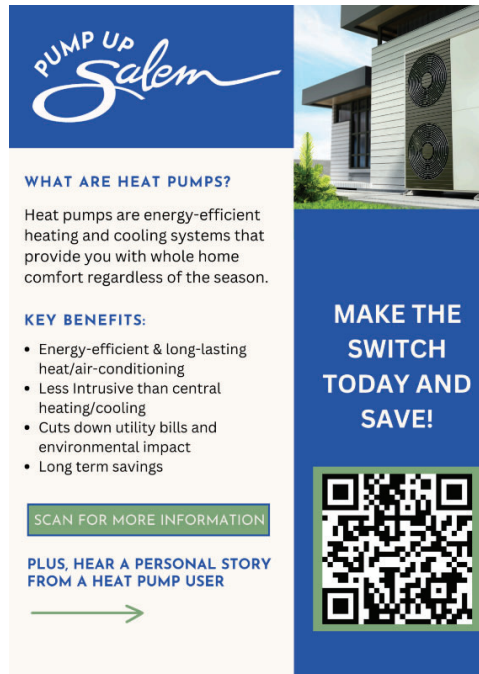
FIG. 7

Pump-Up Salem Water Bottle

FIG. 8

Pump-Up Home Weatherization Kit

**FIG. 9**  
Pump-Up Flyer



**FIG. 10**  
Home Showcase Sticker  
Mockup



**FIG. 11**  
Home Showcase Yard  
Sign Mockup





FIG. 12 Social Media Mockup 1



FIG. 13 Social Media Mockup 2



FIG. 14 Social Media Color Scheme

**TikTok Links:**

<https://drive.google.com/file/d/1NtLhHU4ogmgCN6sz0uv9i9nTC5Fd8sWI/view?usp=sharing>

[https://drive.google.com/file/d/1KGg1e8mihveB\\_oW-GhKAh-ZdK1I9RSBP/view?usp=sharing](https://drive.google.com/file/d/1KGg1e8mihveB_oW-GhKAh-ZdK1I9RSBP/view?usp=sharing)

# **Appendix: Pump Up Salem Slide Deck**



## MEET OUR TEAM



MADISON  
PLUMLEY



ELLA  
NORTON



AVERY  
CLIFFORD



KAYLEIGH  
KNIGHT



MICHAELA  
HORVATH



KAITLYN  
BULLENTINI



NICOLE  
DUDA

# AGENDA

- |          |                           |           |                          |
|----------|---------------------------|-----------|--------------------------|
| <b>1</b> | <b>AUDIENCE</b>           | <b>6</b>  | <b>MESSAGES</b>          |
| <b>2</b> | <b>CORE RESEARCH</b>      | <b>7</b>  | <b>TACTICS + MOCKUPS</b> |
| <b>3</b> | <b>INTERVIEWS</b>         | <b>8</b>  | <b>TIMELINE</b>          |
| <b>4</b> | <b>GOALS + OBJECTIVES</b> | <b>9</b>  | <b>BUDGET</b>            |
| <b>5</b> | <b>STRATEGY</b>           | <b>10</b> | <b>EVALUATION PLAN</b>   |

# AUDIENCE

## PRIMARY PUBLIC

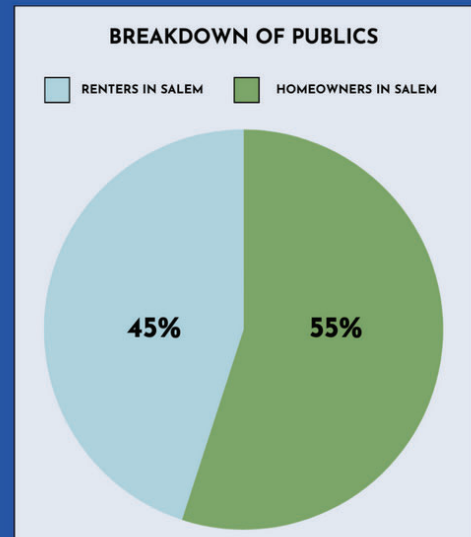
- Homeowners in Salem

## SECONDARY PUBLIC

- Renters in Salem
- Landlords and property agents/groups

## KEY STAKEHOLDERS

- Utility Companies (PGE & Salem Electric), Contractors, Salem Government, Heat pump manufacturers and technicians, & Homeowners and renters



## CORE RESEARCH FINDINGS

ABOUT 15% OF  
HOMEOWNERS IN THE  
PACIFIC NORTHWEST HAVE  
HEAT PUMPS CURRENTLY

CAN REDUCE ELECTRICITY  
USE FOR HEATING BY  
APPROXIMATELY 65%  
COMPARED TO ELECTRIC  
RESISTANCE HEATING

CAN POTENTIALLY SAVE  
HOUSEHOLDS \$500 A YEAR  
OR MORE ON THEIR UTILITY  
BILLS

PRICING VARIES BUT  
COSTS BETWEEN 10 - 40  
THOUSAND TO INSTALL

“

We decided to buy [a heat pump] because the existing furnace ductwork in our home was “leaky,” and our furnace was inefficient. We’d heard that heat pumps were even better for efficient heating and cooling.

”

PAUL HOWARD, SALEM RESIDENT WITH A HEAT PUMP



## GOAL

- 1 Increase awareness of heat pumps and an understanding of their benefits in Salem

## OBJECTIVES

- 1 See a 10% increase in new heat pump applications in Salem in a year of outreach (by the end of May 2025) (108 applications)
- 2 See an average of 30 website clicks per month on Salem's website tab on heat pumps in a year of outreach (by the end of May 2025)



### STORYTELLING COMMUNITY APPROACH

- Highlight early adopters
- Peer-to-peer communication on the benefits of heat pumps
- Using simple language

### ENABLING TO OVERCOME BARRIERS

- Cost
- Using action-oriented language
- Establishing relationships with potential partners like local banks

## WHY + HOW

### LOW-HANGING FRUIT

There are early adopters within the Salem community who we can use to help people understand heat pumps through their success stories.

### EDUCATIONAL FOCUS

Simple education on heat pumps and their sustainability and economic benefits is the first vital step for residents to understand why they are important in the conversation of climate resilience

### LANGUAGE

Climate change uses big words and jargon that people do not understand, so it's important to use simple language so the audience understands the concepts (clean energy, pollution, costing too much, etc.)

## MESSAGES

### COST:

- Options for rebates and savings on utility bills
- Saves money in the future
- Specific rebates for homeowners/renters
- Cuts down utility bills and environmental impact
- Lowers pollution

### CLEAN:

- Less intrusive than central heating/cooling
- Energy-efficient & long-lasting heat/air-conditioning
- Source of clean heating and cooling
- Boosting Salem toward a healthier future
- Portable heat pumps for renters
- Home weathering effects

### CALL TO ACTION:

- Start the conversation with landlords
- Visit the website for more information and see the stories of community members

# BREAKING BARRIERS



**CHILL ON  
PAYMENTS,  
HEAT UP YOUR  
HOME**

## HOW:

- A partnership with Salem banks like Umpqua Bank, Willamette Valley Bank, Columbia Bank
- Create a payment deferral/payment plan program to introduce a new financing option for Salem residents getting heat pumps
- Due to city legalities, work with a nonprofit or city organization with community trust:
  - Mid Willamette Valley Action Agency
  - 350 Salem
- Could also assist with removing existing systems

## EXPECTED OUTCOME:

- Provide residents with financial assistance and give residents more accessibility to heat pumps



### HOW:

- Conferences focusing on education about heat pumps and their benefits
- For landlords and property agents/groups
- Panel with early adopters to speak on their experiences
- Focus on national trends of heat pumps and stressing lower utility bills
- Using exclusive-sounding language to increase attendance and participation
  - "Be the first to get lower utility bills for your tenants"
  - "Get first access to insights from our early adopter panel"
- Idea of long-lasting tenants
- Use database of landlords for invite list

### EXPECTED OUTCOME:

- To educate landlords and property agents/groups (ex: owners of apartment complexes) on heat pump benefits to target a large amount of properties at one time



# EXPERIENTIAL EDUCATION



## HEAT PUMP HUB

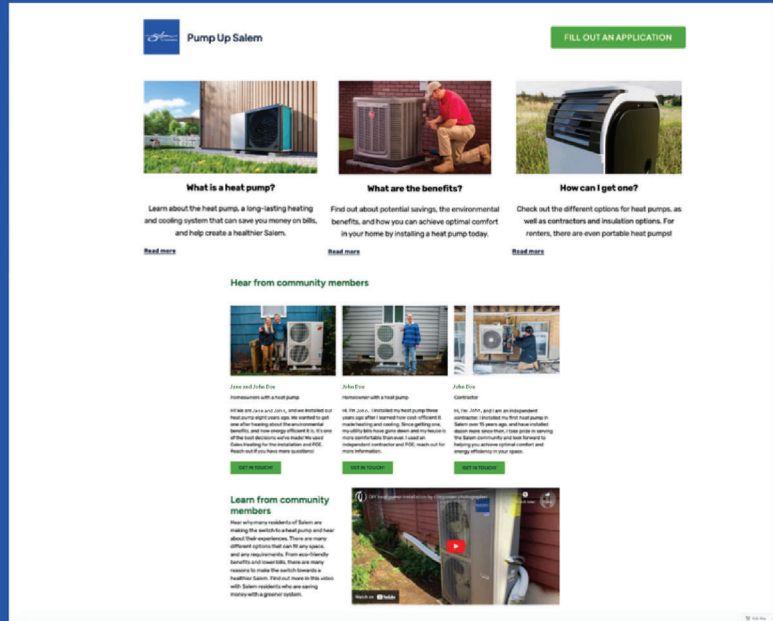
### HOW:

- Tab on the City of Salem's website focused solely on heat pumps
- All educational material in one place (information, links to installers, summaries and links to rebates/credits)
- Featuring videos of local community members and city officials who can share their experience with heat pumps
- Have language on economic benefits/lowering bills
- City can be in control of the information shared

### EXPECTED OUTCOME:

- To raise awareness about what heat pumps are, possible financial opportunities, and hear personal stories all in one easy-to-access place
- Educate people interested in heat pumps about its benefits

# WEBSITE MOCKUP



# MOCKUP OF INVITE





### HOW:

- Sending postcards from the City of Salem to homeowners and renters
- Using simple language that stresses benefits like instant lower utility bills and cooling for the hot summers
- QR code to the new website
- Have stories of heat pump early adopters on the postcard covers with a quote to make it more peer-to-peer and go with the bottom-up approach

### EXPECTED OUTCOME:

- Reach homeowners and renters where they already are, at their homes/apartments, and drive traffic to the new heat pump tab on the website

## MOCKUP OF POSTCARD





### HOW:

- Have a booth at the Saturday Market or other sustainability events with flyer handouts with a website QR code
- Having fun, sustainable activations like water bottles and home weatherization kits
- Get a heat pump mascot costume/merch to grab people's attention.
- Have a pop-up tent with a portable heat pump for a hands-on experience to see the heat/cooling

### EXPECTED OUTCOME:

- To raise awareness about heat pumps and their benefits with an in-person face to face manner in an engaging and eye-capturing way

## MOCKUP OF MERCH & FLYERS



**PUMP UP Salem**

**WHAT ARE HEAT PUMPS?**  
Heat pumps are energy-efficient heating and cooling systems that provide you with whole home comfort regardless of the season.

**KEY BENEFITS:**

- Energy-efficient & long-lasting heat/air-conditioning
- Less Intrusive than central heating/cooling
- Cuts down utility bills and environmental impact
- Long term savings

**SCAN FOR MORE INFORMATION**

**PLUS, HEAR A PERSONAL STORY FROM A HEAT PUMP USER**

**MAKE THE SWITCH TODAY AND SAVE!**



## HEAT PUMP HOME SHOWCASE

### HOW:

- Once homeowners/renters send in an application, they will receive a yard sign and sticker in the mail
- Similar to home security companies (protected by ADT)
- Receive instructions on heat pump care and investments and info. on rebates and installers
- The sticker goes in a corner of a front-facing window/on a personal item, and the yard sign will go in the front yard of a house/rental

### EXPECTED OUTCOME:

- Will help promote and encourage other Salem residents to apply for a heat pump installation and show off that their home runs on clean energy

## MOCKUP OF YARD SIGN + STICKER



## HEAT PUMPS MAKING HEADLINES

### HOW:

- Emphasize energy costs and the overall benefits in the future
  - Fossil fuels will only get more expensive
  - Stress lower utility bills
- Using early adopters to share their success stories
- Reaching out to local newspapers, radio stations and TV stations
  - Newspaper: Statesman Journal, Salem Reporter, Capital Community Media
  - TV: KOIN, KPXG, KPTV
  - Radio: KYKN, KBZY, KMUZ, The Moon
- Promote the heat pump application

### EXPECTED OUTCOME:

- By using a community approach, we want to raise awareness about heat pumps and increase the amount of applications

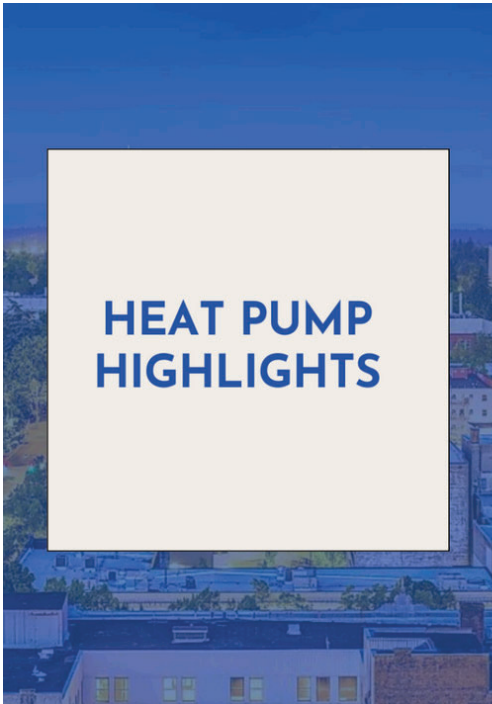
## INSPIRATION FOR NEWS SEGMENT

VIDEO INTERVIEW FROM KPTV FOX  
12 OREGON WITH A PGE CUSTOMER



**“I wanted something that was energy efficient and reliable. I wanted an all-electric house just to try to minimize the impact on things and be efficient”**

**- JOSHUA G  
HEAT PUMP USER**



**HOW:**

- Create fun and engaging posts to bring attention to heat pumps on the City of Salem Facebook
- Incorporate dad jokes and trends to reach more of the target audience
- Share educational points while also keeping content quick and easy to watch
- Easy to consume media with simple language
- Create a Facebook group for interested community members to get more information and ask questions

**EXPECTED OUTCOME:**

- Educate a new demographic on basic facts about heat pumps and their benefits and see new engagement with these posts

**STYLE GUIDE + SOCIAL POST MOCKUPS**

**PUMP UP Salem**

**KEY WORDS**  
 CLEAN ENERGY, POLLUTION, COSTING TOO MUCH, HEATING, COOLING, LOWER BILLS, RESIDENTS, EDUCATION, ECONOMIC BENEFIT, CONTRACTORS/TECHNICIANS, WHOLE HOME COMFORT

**COLORS**

**CITY OF SALEM COLORS**  
 #005596 #F0E68C #000000

**NEUTRAL MILLENNIAL ACCENT COLORS**  
 #76B82A #A5887F #B0C4DE

**FONTS**

**Josefin Sans**  
 ABCDEFGHIJKLMNOPQRSTUVWXYZ  
 abcdefghijklmnopqrstuvwxyz  
 1234567890@!\$%^&

**Josefin Sans Bold**  
 ABCDEFGHIJKLMNOPQRSTUVWXYZ  
 abcdefghijklmnopqrstuvwxyz  
 1234567890@!\$%^&

**KEY SHAPES**  
 SHARP CORNERS, SQUARES, LIGHT BOARDER, STRAIGHT LINES

**WHOLE HOME COMFORT MADE EASY**

SWITCH TO A HEAT PUMP TODAY & SAVE

FOR LONG-LASTING HEATING AND COOLING

FOR MORE INFORMATION VISIT

[WWW.CITYOFSALEM.NET/HEATPUMPS](http://WWW.CITYOFSALEM.NET/HEATPUMPS)

• HEAR STORIES FROM HEAT PUMP OWNERS

**PUMP UP Salem**

**HEAT PUMPS**

Maintain your home's temperature and get whole home comfort with environmentally-friendly energy.

**ADVANTAGES OF HEAT PUMPS:**

- LONG-LASTING HEAT/AC
- INSTANT LOWER UTILITY BILLS
- LONG-TERM SAVINGS

**APPLY NOW & SAVE!**

[www.cityofsalem.net/heatpumps](http://www.cityofsalem.net/heatpumps)

## SOCIAL POST MOCKUPS

TIKTOK TREND  
 "WE'RE HEAT PUMP OWNERS"

"We're heat pump users of course our utility bills are lower than yours"

"We're heat pump owners of course we stay cool in the summer"



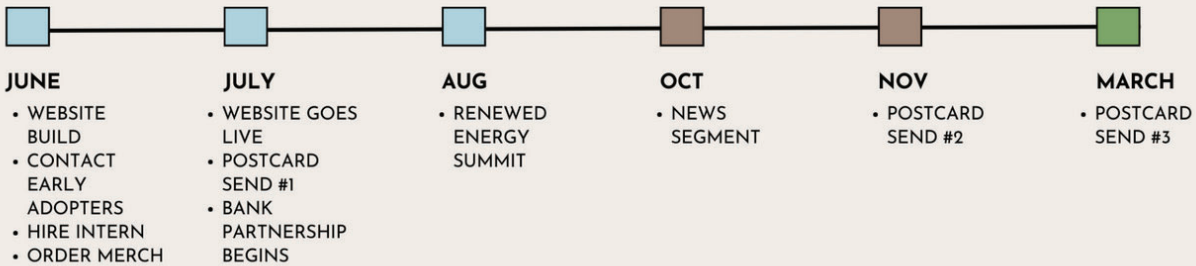
## TIMELINE: 12 MONTH CAMPAIGN

**WEEKLY + MONTHLY:** MONTHLY TABLING, MONTHLY YARD STICK + STICKER SEND-OUTS, AND WEEKLY SOCIAL POSTS

**PHASE 1: PLANT THE SEED**  
 JUNE - AUG

**PHASE 2: BRANCH OUT**  
 SEPT- DEC

**PHASE 3: BLOSSOM**  
 JAN-MAY





BUDGET

SOCIAL MEDIA

<b>INTERN SALARY</b>	<b>\$350</b>	(MONTHLY)
<b>CANVA PRO</b>	<b>FREE</b>	(ALREADY HAVE)

PROMOTIONAL MATERIALS

<b>FLYERS</b>	<b>\$475</b>	(FOR 1250)
<b>POSTCARDS</b>	<b>\$425</b>	(FOR 17,000)
<b>REUSABLE WATERBOTTLE</b>	<b>\$300</b>	(FOR 75)
<b>STICKERS</b>	<b>\$220</b>	(FOR 5,000)
<b>YARD SIGNS</b>	<b>\$240</b>	(FOR 48)
<b>WEATHERIZATION KITS</b>	<b>\$110</b>	(FOR 100)
<b>TABLING TENT</b>	<b>\$70</b>	
<b>CENTER 50+ AUDITORIUM</b>	<b>FREE</b>	

**TOTAL COST:**  
**\$6,040**

## EVALUATION PLAN & KPIS

**1**

See a 10% increase in new heat pump applications in Salem in a year of outreach (by the end of May 2025) (108 applications)

- Measured by the amount of new heat pump applications sent in by Salem residents until the end of May 2025
- Will be tracked on a spreadsheet and updated monthly

**2**

See an average of 30 website clicks per month on Salem’s website tab on heat pumps in a year of outreach (by the end of May 2025)

- Measured by the number of QR code scans on flyers and postcards and will be tracked on a spreadsheet and updated monthly until end of May 2025
- Measured by website analytics page to see the tab clicks and will be tracked via spreadsheet and updated monthly until end of May 2025



## **SCI Directors and Staff**

Marc Schlossberg	SCI Co-Director, and Professor of Planning, Public Policy and Management, University of Oregon
Nico Larco	SCI Co-Director, and Professor of Architecture, University of Oregon
Megan Banks	SCYP Director, University of Oregon
Lindsey Hayward	SCYP Assistant Program Manager, University of Oregon
Ian Dahl	Graphic Designers
Danielle Lewis	
Zoe Taylor	Report Coordinator