

Strategic PR Plan, Reports and Client Materials

BIKE WALK ROLL- CITY OF REDMOND



Submitted by: PR Campaigns Team, School of Journalism and
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May 27, 2016

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I. SUMMARY & WHAT'S NEXT MEMO:

Date: May 31, 2016

To: City of Redmond Bike Walk Roll Campaign, Margy Parker

Fr: Megan Ganim, Emory Babb, Caitlin Tilby, Olivia Andrus, Quinn Hopp, Pablo Lopez

Subject: Summary of Strategic PR Plan and Future Recommendations

A. SUMMARY:

The communication plan we have created for the Bike, Walk, Roll campaign (BWR) resulted in the establishment of a social media presence on Facebook, Twitter and Instagram as well as the creation of marketing collateral for tabling and outreach. This plan includes contacts for the PTA at two elementary schools in Redmond: Elementary and John Tuck Elementary. Since the PTA is a group that is vested in the school district and the community, we think it is an invaluable group to target. We hope that a relationship will be established and PTA members will join BPAC as well as promoting the campaign and increasing alternative transportation. Another aspect of this plan is tabling and face-to-face outreach. By setting up a booth at Bike Fest on May 20, the BPAC and Bike Walk Roll Campaign were able to practice using in-person campaigning to build an online brand. The Bike Fest Event plan outlined below will help with the implementation of future tabling events for the Bike Walk Roll Campaign.

By utilizing the strategies and tactics presented in this PR plan, we have been able to increase awareness of the City of Redmond's established infrastructure, which allows for and encourages citizens to use alternative means of transportation. The BWR campaign also serves to remind citizens that the City of Redmond is actively working to improve alternative transportation and connect with community.

It is important to keep in mind that social media campaigns scale up over time. While the actual follower counts and engagement levels remain relatively low, the campaign is now established on the major social channels and will remain in place so that community members can find and connect with the city and each other. Outreach at community events, PSA's and other tactics will gradually build the community over time. In the era of viral video, it is paramount to remain patient and focus on consistency and quality. If this means posting once a week or every other week because that is all the time available, so be it. Once engaged by "liking" or "following" the BWR campaign, users are far less likely to unsubscribe from a lack of content than from a deluge of content.

The short-term, mid-term and long-term recommendations listed below should help the Bicycle Pedestrian Access Committee maintain the campaign through 2017 and further increase the number of citizens who choose to bike, walk and roll the beautiful streets of Redmond, Oregon.

B. WHAT'S NEXT:

Implementation Pieces:

- The Redmond Bike Fest (*event*)
- Rack Card (*marketing collateral*)
- Establish relationship between BPAC and the PTA at two local elementary schools (*relationship-building*)
- Instagram account (*social media*)
- Facebook account (*social media*)
- Twitter account (*social media*)

Short-Term Recommendations (Summer 2016 - June '16 to September '16):

1. Monitor social media accounts and interact with community members on a regular basis.
2. Build relationships with other nonprofit Empowering Youth Bicycling Project and community organizations to grow BWR outreach.
3. Develop partnership with Redmond Parks and Recreation District (RAPRD).

Mid-term recommendations (2016-2017 School year - September '16 to June '17):

1. Connect with the PTA presidents at both Sage and John Tuck Elementary schools.
2. Implement radio PSA using local community members to increase brand awareness about BWR.
3. In reference to the “VERB” campaign, BWR should continue to encourage audiences to be more active by communicating and creating current messages unique to different audiences (children, parents and guardians, and the elderly).

Long-term recommendations (2017 and beyond - June '17 to infinity):

1. Establish a calendar schedule for community rides and events. As BWR activity increases, the campaign needs to strategically plan day and night events for community biking, walking and rolling.

2. Hire an intern to monitor and maintain social media presence. This can be a high school student, college student, or any applicable personnel.
3. Similar to the “VERB” campaign, BWR should work to create cool and fun relationships with its audience. BWR will go beyond discussing benefits of BWR and create an emotional connection with the audience. The audience will be empowered to be physically active, not because they have to or should, but because it's fun for them.
4. Create collaboration with surrounding areas. Encourage cross promotion of social media channels and event details.
5. In reference to the Travel Oregon Bicycle Tourism Studios, utilize external resources such as local and state government grants to help Redmond citizens understand that building their cycling infrastructure has many positive benefits.

C. TIMELINE:

	Strategy	Tactic	Key Public	Preparation Details	Person(s) Responsible	Date Executed
Short-term	Social media will reach engage the audience	Distribute information and visuals about Bike-Walk-Roll on Facebook, Twitter and Instagram.	Parents, parent influencers, children	Monitor social media accounts.	<i>Scott, Intern</i>	On- going
	Establish relationship with nonprofit	Empowering Youth Bicycling Project.	Parents and children	Begin communication with Richard Grotsky (541)280-6717 www.eybp.org	<i>Katie Hammer</i>	Sept. 1, 2016
	Establish partnership	Partner with Redmond Parks and Recreation District (RAPRD)	Parents and children	Contact RAPRD (541) 548-7275 Ask if they can connect you to citizens who can join BPAC.	<i>Scott</i>	Sept. 1, 2016

Mid-term		Connect with PTA: Connect with PTA and encourage them to join BPAC.	Parents	Contact president of PTA at Sage Elementary (541) 316- 2830 And johntuckto@gmail.com	GINNY MARY ROCHE JUDY PICKINS	Dec. 1, 2016
		Implement radio PSA	Parents Children Parent influencers	Contact radio stations 101.7 KRL 102.9 KSJJ	SCOTT	Nov. 1 2016
	Create innovative content that keeps audience engaged	Create messages for different audiences	Parents Children Parent influencers	Draft creative content.	HEATHER, SCOTT	Nov. 1, 2016
Long-term	Create a calendar to stay organized and prepared	Calendar scheduling for rides and events	Parents Children	Begin preparing for events one month in advance.	SCOTT, KATIE	Feb. 1, 2017
	Add staff to team to help execute PR plan	Hire intern to maintain social media presence	Parents Children Parent influencers	Intern will be responsible for doing anything Scott needs.	KATIE, SCOTT, HEATHER	Jan. 1, 2017
	Cross promote	Create collaboration with neighboring cities.	Parents Parent influencers	Use the strategy of cross promotion to gain media exposure on social media.	SCOTT, INTERN	Jan. 20, 2017
	Reach audience and tell them building infrastructure has positive benefits	Utilize external resources	Parents	Apply for state and government grants to help fund BWR.	SCOTT	Feb. 1 2017

D. BUDGET:

BWR Future-term Budget			
		\$ Hours/Week	Description of Cost
Short-term Strategies (June '16 - Sept. '16)			
Strategy 1: Monitor social media			
Total:		\$0 1 hour/week	Scott responds to comments, posts twice a week
Strategy 2: Build relationships with non-profits			
Total:		\$0 .5 hours/week	Reaching out to orgs and connecting for events
Strategy 3: Develop partnerships with BLM & RAPRD			
Total:		\$0 .5 hours/week	Communicating with local coordinators
Short-term Total:		\$0.00	2 hours/week
Mid-term Strategies (July '16 - June '17)			
Strategy 1: Connect with PTA			
Total:		\$0	
Strategy 2: Radio PSA			Recommend KSJJ (102.9) & KLRR (101.7)
Total:		\$1,000 1 hour/week	Estimated cost 2 weeks air time before school year starts http://fitsmallbusiness.com/radio-advertising-costs/
Strategy 3: Continue to communicate BWR content			
Total:		\$0 1 hours/week	Scott writes social media posts and volunteers table events
Mid-term Total:		\$1,000.00	2 hours/week
Long-term Strategies (June '17 - infinity)			
Strategy 1: Establish event calendar			
Total:		\$0 .5 hours/week	Scott decides which events to attend, inputs to calendar
Strategy 2: Hire an intern			
Total:		\$3,900 5 hours/week	15/hour x 5 hours/week x 52 weeks

Strategy 3: Continue to communicate BWR content			
Total:		\$0 1 hours/week	Scott writes social media posts and volunteers table events
Strategy 4: Create relationships with local media outlets			
Total:		\$0 .5 hours/week	Scott forwards event info to local paper and broadcast media
Strategy 5: Collaborate with surrounding cities (Bend, Prineville, etc)			
Total:		\$0 1 hours/week	Scott meets counterparts in other cities
Strategy 6: Apply for grants			
Total:		\$0 2 hours/week	BPAC volunteer writes grants for communication and transportation funding
Long-term Total:		\$3,900.00	2 hours/week

II. STRATEGIC PR PLAN:

A. BACKGROUND:

The Redmond Bicycle and Pedestrian Advisory Committee (BPAC), works to encourage, promote and advocate for safe walking and biking environments that benefit residents and visitors of the City of Redmond, Oregon.

The purpose of the BPAC is to increase pedestrian utility and bicycle ridership in Redmond – to encourage more people to bike and walk around Redmond as a means of exercise. The BPAC has a goal of promoting a stronger sense of community while encouraging sustainability through its efforts. BPAC represents all bicycle and pedestrian users in Redmond, both current and future by advocating for the development of additional bike and pedestrian facilities that are user friendly. These facilities invite the people of Redmond to chose alternative means of transportation. The BPAC reviews transportation projects from the viewpoint of bicycle and pedestrian users and spearheads encouragement and educational activities.

The BPAC states that its immediate goals are to “increase Redmond presence on Deschutes County BPAC, foster a local user network, implementing a branding program to identify the network, develop community bicycling events, and adopt a Complete Streets policy.” Its long-term goals include “implementing street crossings for trails and implementing separate facilities if demand for them increases.”

The committee is “in charge of Bike Walk Roll Redmond, the Sustainable Cities Initiative, Redmond Bicycle & Pedestrian Count Day and the 15th St. Multi-Use Demonstration Project.”

We understand that the City of Redmond Bike Walk Roll (BWR) Campaign, created by the Redmond Bicycle and Pedestrian Advisory Committee (BPAC), is looking to disperse information about biking, walking and rolling to the citizens of Redmond. The overall goal of Bike, Walk and Roll is to increase the number of people who use alternative transportation methods in a safe and convenient way. The campaign has already launched two events in order to draw attention to the issue – the first ever Bicycle and Pedestrian Counts and the October 8th International Bike or Walk to school day.

We are aware that the City of Redmond Bike Walk Roll campaign already has existing relationships with city parks, the Chamber of Commerce, local bike shops, and local schools. All nine schools participated in Bike or Walk to School Day in 2014, which involved volunteers stationed at 20 different stations throughout the city counting participants. A total of over 1,100 participants were counted over the course of two days.

B. SWOT ANALYSIS:

<p>Strengths:</p> <ul style="list-style-type: none"> • Ample amounts of existing research and analytics • Existing trails along with one specific geographic trail that goes through the spine of the community • Partners with chamber, city parks, local bike shop and schools • Website already established and just needs updating • Possible partnership with the medical community in Central Oregon • Existing marketing plan 	<p>Weakness:</p> <ul style="list-style-type: none"> • Lack of presence at community events • No media campaigns in place • Lack of resources internally to put a plan in place (minimal amount of BPAC members) • Limited by rules and general internal growth of program • Bureaucratic time allocation to implementing plan
<p>Opportunities:</p> <ul style="list-style-type: none"> • Create awareness which will bring in more funding • Use the cost of gas to make biking or walking seem more appealing from a financial perspective • Establish a bike-sharing program 	<p>Threats:</p> <ul style="list-style-type: none"> • The cost of gas decreasing may motivate more people to use automotive transportation • Electric cars • Potential increase in pedestrian injuries • Car pools • Lack of political support for public funding • The citizens of Redmond are resistant to conform to “Portland or Bend” culture that says “biking is hip and cool” • Not enough bikes for classes with schools • Community resistance to alternative methods of transportation

The City of Redmond faces many of the same transportation issues as other rapidly growing municipalities, but local cultural factors prevent the City’s Bicycle and Pedestrian Access Committee from gaining the political support needed to build and maintain an alternative transportation network. Current surveys report 70 percent of Redmond citizens do not feel safe bicycling along the streets of Redmond and improving rideability will require significant investment in alternative paths, improved sidewalks, and route maintenance. Local partnerships

with the University of Oregon Sustainable Cities Initiative and the Deschutes County BPAC put the city is in a good position to address these issues with rideability. However, recent increases in the popularity of electric cars and a glut of cheap gasoline may discourage the transition to alternative transportation.

C. CORE PROBLEM/ OPPORTUNITY:

With the abundance of information, resources and a completed marketing plan project, we have an opportunity to help the City of Redmond Bike, Walk and Roll (BWR) campaign thrive. We understand that the City of Redmond needs to create community engagement through social media, routinely update their web content and gain stronger support from the community.

Keeping the overall campaign goals in mind, we see an opportunity to effectively reach their target audience, which is parents, parent influencers and youth in the City of Redmond. In addition to these goals we aim to increase awareness of existing trails and facilities along with increasing communication and improving the feedback loop with community members.

D. SITUATIONAL ANALYSIS:

The main public relations issue for the City of Redmond Bike, Walk, Roll campaign is the lack of public awareness of biking walking and rolling infrastructure and resources.

We understand that the City of Redmond would like to encourage more people to bike, walk and roll around Redmond as a means of exercise and transportation. The City also sees more biking, walking and rolling as a means of increasing sustainability and fostering a sense of community.

The Redmond Bike, Walk, Roll campaign, created by an SCI hosted team, is in need of a communication plan focused on safety, and accessibility while incorporating exercise and community development.

This communications plan will address the main public relations issue by implementing social media, improving web content and engaging the community in the Bike, Walk, Roll campaign. By utilizing various strategies and tactics in this PR plan, the Bike, Walk, Roll campaign can reach the goal of furthering community engagement in Redmond. Some key takeaways that we learned from best practice research include media attention similar to what the City of Redding received. Part of our plan will include media relations and pitching to reporters. Another takeaway that we would like to resemble is the event organization like LACM. Additionally we will focus on applying grants to fund communication material similar to the way Bike Studios found success. We hope to use the logo already established to further develop a great tag line,

as was done in Don't Mess With Texas. We plan to use these strategies to help further develop our PR plan.

We believe that Redmond infrastructure is prepared for the successful integration of community ridership. Redmond is 5 square miles and filled with flat trails that encourage pedestrian traffic amongst our target audience. The core issue that we have identified is a lack awareness surrounding the accessibility to Redmond trails and the benefits of cycling as a means of transportation. For example the Dry Canyon is Redmond's premier outdoor recreational feature.^[1] We see an opportunity to focus on this trail as it is paved, flat and goes down the spine of the community.

E. AUDIENCE:

1. Parents (aware and latent public):

In the City of Redmond, the average age is 34.¹ This means that the average Redmond citizen is part of the millennial generation and interested in new technology and media. According to Onboard Informatics, there were 15,460 family households in Redmond in 2014.² The 2010 Census data shows that "there were 9,947 households of which 38.6 percent had children under the age of 18 living with them, 48.7 percent were married couples living together, 13.9 percent had a female householder with no husband present, 5.6 percent had a male householder with no wife present, and 31.7 percent were non-families."³ One way to make information resonate with parents is by appealing to their emotions while still remaining relevant to the key message. Most mothers are willing to buy from a brand which they perceive as socially conscious or identify with a cause.⁴

According to a 2015 research report, parents are now most active on Facebook and Pinterest.⁵ Research says that 74 percent of parents are active on Facebook, while 28 percent (40 percent of mothers) are active on Pinterest.⁶

¹ City of Redmond (July 2010). Demographics. Redmond, Ore. Retrieved Apr 15, 2016 from <http://www.ci.redmond.or.us/our-community/demographics>

² Point 2 Homes (n.d.) Redmond Demographics. Point 2 Homes.com. Retrieved May 16, 2016 from <http://www.point2homes.com/US/Neighborhood/WA/Redmond-Demographics.html>

³ Editors of Wikipedia (n.d.) Redmond, Oregon. Wikipedia. Retrieved May 16, 2016 from https://en.wikipedia.org/wiki/Redmond,_Oregon

⁴ Art Institute Blog (n.d.) The Parent Trap: Marketing To Parents. The Art Institutes. Retrieved April 14, 2016 from <https://www.artinstitutes.edu/blog/the-parent-trap-marketing-to-parents>

⁵ Hutchinson, Andrew (July 17, 2015). Pew Report Shows Parents Most Active on Facebook, Pinterest. Social Media Today. Retrieved Apr 14, 2016 from <http://www.socialmediatoday.com/social-business/adhutchinson/2015-07-17/pew-report-shows-parents-most-active-facebook-pinterest>

⁶ Ibid; Hutchinson (2015). Pew Report Shows Parents Most Active on Facebook, Pinterest.

While over 81 percent of parents use social media to respond to good news shared by others and stay connected to friends and family, their second biggest use is for the purpose of gathering information.⁷ This is important for marketing because it shows that parents seek helpful information from peers on social media, allowing advertisers to focus their marketing efforts on these types of channels. Research suggests that they are less likely to pay attention to advertisements based on the price of products through these channels, but instead seek out functionality.⁸

2. Parent Influencers

Within all generations of parents, there are opinion leaders that act as chief influencers of the rest of the group. These opinion leaders are actively vocal in sharing information with family and friends through Facebook or word of mouth, making them the prime targets sought out by advertisers.⁹ The most effective way to market to parents as a whole is to target the leaders within their community such as those on the PTA, City Council, or other neighborhood group.

Parent influencers are the opinions leaders within their community. At the local level, these can be organizations, such as the PTA, or individuals who hold positions of power within these organizations. We are focusing on PTA organizations at two elementary schools: Sage Elementary and John Tuck. The local community of parents is more likely to listen to information if it is dispersed by someone that they trust within their own peer group.

3. Children:

The Redmond School District operates 11 schools: 7 elementary schools along with 2 middle schools, 2 high schools and 1 private Christian school serving grades pre-kindergarten to 12. The total amount of students is over 7,000. Redmond also has a Proficiency Academy, which is a 6–12 charter school serving students from Redmond and the greater Central Oregon area.¹⁰

For children, riding a bike can be both fun and a good source for exercise. Riding a bike is also something that children never outgrow. Biking is a healthy pastime with many great benefits for kids such as:

- Developing strength, balance, and overall fitness
- Weight and blood pressure control
- Strengthening the heart, lungs, muscles and bones while reducing the risk of diabetes

⁷ Ibid; Hutchinson (2015). Pew Report Shows Parents Most Active on Facebook, Pinterest.

⁸ Ibid; Hutchinson (2015). Pew Report Shows Parents Most Active on Facebook, Pinterest.

⁹ Ibid; Art Institute Blog (n.d.) The Parent Trap: Marketing To Parents. The Art Institutes.

¹⁰ Redmond School District (n.d.) About Us. Retrieved Apr 20, 2016 from <http://www.redmond.k12.or.us/about/>

- Improved psychological welfare
- Better academic performance¹¹

Since 1977, The U.S. has eliminated 90 percent of youth biking fatalities between children ages 5-14. This is partly due to the average young biker of today being better schooled in bike safety. A national survey PeopleForBikes conducted last winter found that adults with children are 50 percent more likely to bike than adults without.¹² Along with the health benefits for this audience, bicycling is also an activity that the entire family can enjoy together.¹³

Children are a unique target audience. Although their parents are the final decision makers, children still have a significant impact on the success of a campaign or product. One of the strengths of companies that market successfully to children is remembering that, despite modern innovations in technology, the basic wants and needs of kids have not changed very much over the years. Kids want to fit in with their peers, be popular, and be entertained.¹⁴

Nearly two-thirds of children ages 9-13 do not participate in any organized physical activity outside of school, and 23 percent don't engage in any free-time physical activity at all.¹⁵ The Department of Health recommends that all young people should participate in physical activity of at least moderate intensity for one hour per day. 40 percent of boys and 60 percent of girls do not meet this goal for physical activity most days of the week.¹⁶ There is a great opportunity to reach out to this audience and get children involved with biking in the City of Redmond.

F. GOAL STATEMENT:

Goal 1: Citizens will increase their awareness of the City of Redmond's Bike, Walk, Roll campaign.

Objective 1: Improve the knowledge and understanding of the services offered through the Bike, Walk, Roll campaign by 40 percent among parent influencers by June 1 as measured by

¹¹ Andersen, Michael (Sept 9, 2015.) Why Is Kids' Bike Safety Soaring? It's Not That Kids Are Biking Less. People for Bikes. Retrieved Apr 14, 2016 from <http://www.peopleforbikes.org/blog/entry/why-is-kids-bike-safety-soaring-its-not-that-kids-are-biking-less>

¹² Ibid; Andersen (2015.) Why Is Kids' Bike Safety Soaring. People for Bikes.

¹³ Cooper, Bob (n.d.) All About Bicycle Riding. Parents.com. Retrieved Apr 14, 2016 from <http://www.parents.com/fun/sports/exercise/bicycle-riding/>

¹⁴ AllBusiness Editors (n.d.) How To Market to Kids. AllBusiness. Retrieved Apr 14, 2016 from <https://www.allbusiness.com/how-to-market-to-kids-1965-1.html>

¹⁵ People For Bikes (n.d.) Statistics Library/Health Statistics. People For Bikes. Retrieved Apr 18, 2016 from <http://www.peopleforbikes.org/statistics/category/health-statistics#why-bicycling-is-good-for-kids>

¹⁶ Cavacuti, mD, Chris (n.d.) An Overview of Cycling Research: Selected Facts, Statistics, Citations and Quotations. St. Michael's Hospital, Toronto. Retrieved Apr 18, 2016 from http://www.sharetheroad.ca/files/Cycling_Safety_Overview_2012_12_05.pdf

pre/post-test surveys.

Public: Parent Influencers

Primary Message:

Parent influencers will have the capability to communicate with each other about the trail system and spread the message through their peer groups via the BWR campaign.

Secondary Messages:

1. The City of Redmond's Bicycle Pedestrian Access Committee is working with local schools to encourage parent influencers to use alternative transportation.
2. The City of Redmond's infrastructure and trail system are already user friendly. The city has five square miles of flat trails that all connect to Dry Canyon trail which features a park in the center. This design supports family and kids' biking.

Strategy 1: Use engagement with the PTA to build two-way communications between target publics, therefore increasing awareness about the campaign.

Justification: Partnering with a well established organization with strong community ties reinforces the connection between the city planners and the community. This ensures that BPAC is receiving feedback from parents and representing their interests. The PTA members already have a vested interest in what is going on in the school district. By translating information to this audience through a credible source they will serve as influencers in the community. This reflects two-step flow theory. Information is first passed through a credible source, which then adds its own opinion and interpretations.¹⁷ We believe this will gain momentum for the Bike-Walk-Roll campaign.

Tactic 1: Bring BPAC to local schools for meetings twice monthly and include representatives from the PTA as well as students.

Details:

- BPAC members are responsible for communicating with PTA members to schedule times they can attend.
- Create an ongoing discussion about the trails accessibility, and safe new infrastructure.
- BPAC members are responsible for coordinating with schools to see when they can attend classes and give lectures or presentations on Bike-Walk-Roll campaign.
- At meetings, BPAC will be responsible for:

¹⁷ Communication Theory (n.d.) Two-Step Flow Theory. Communication Theory. Retrieved Apr 27, 2016 from <http://communicationtheory.org/two-step-flow-theory-2/>

- a. Informing the PTA members, teachers and students about what Bike-Wall-Roll is.
- b. Answering any questions they may have.
- c. Requesting e-mail addresses from PTA members.

Tactic 2: Create a BPAC sub-committee that will establish a partnership with the PTA to connect parents, community members and the City of Redmond BPAC.

Details:

- PTA members are currently active members of the community and are thus more likely to participate because they are invested in improving the health and lives of children. These parents are vocal and motivated and will participate for the good of the community.
- Send a BPAC member to PTA meetings to recruit volunteers.
- Serving on the BPAC sub-committee allows parents to have a positive impact on their community and dictate the direction of the city.
- Sub-committee members interact with the community through public events that will help engage members of the community in becoming interested in the benefits of biking, walking and rolling.
- The sub-committee will encourage community feedback by encouraging activity on social media.
- BPAC will be responsible for:
 - a. Lining up PTA members to volunteer for the BPAC sub-committee.
 - b. Encouraging PTA members to participate so they can become a parental voice supporting the bike walk roll plan.

Tactic 3: Distribute marketing collateral at PTA meetings.

Details:

- At the PTA meeting BPAC representatives will distribute tangible items to take home with them about the Bike-Walk-Roll campaign.
- The material will highlight information about Bike-Walk-Roll.
- At PTA meetings a BPAC representative will be responsible for:
 - a. Distributing comment cards with information regarding Bike-Walk-Roll.
 - b. Comment cards will include social media handles.
 - c. Comment cards will have a section where audience can leave input.
 - d. Distribute a flier to recruit parents and community members for the sub-committee. Include social media handles and hashtags.
 - e. Create a snowballing effect that encourages new recruits to bring in other members.

Goal 2: Establish social media outreach

Objective 1: Increase awareness of social media and website visits among the public by a total of 50 percent by June 1 2016 as measured by views, likes and followers.

Public: Parents and children

Primary Message:

The community will gain a resource to inform and encourage each other about the benefits of biking, walking, and rolling through the increased social media presence of the BWR campaign.

Secondary Messages:

1. Social media serves as a community forum to foster connection between parents and children.
2. The website provides a trustworthy place for parents to gather information about biking, walking and rolling.

Strategy 1: Establish a static distribution of social media and website content, through use of UO SCI student volunteers, that will engage the audience to return to these channels over time, thereby increasing followers and views.

Justification: The reason why we are choosing to utilize the strategy of social media is because it allows for two-way communication. It allows parents to ask questions and stay informed about the campaign and then spread that with other parents. According to our research, 74 percent of parents are active on Facebook, while 28 percent (40 percent of mothers) are active on Pinterest. While over 81 percent of parents use social media to respond to good news shared by others and stay connected to friends and family, the second biggest use is for the purpose of gathering information. We are utilizing Facebook, Instagram and Twitter as our primary outlets for social media. We are choosing to use Facebook because it is the most popular social media outlet for parents. We are using Instagram and Facebook in combination with Twitter because Twitter will help us distribute static information about Bike-Walk-Roll in a steady manner. Static information is the most effective way to reach our target public because parents are busy. By having information exposed to them without them seeking it directly, ensures they receive the information.

Tactic 1: Distribute information and visuals about Bike-Walk-Roll on Facebook, Twitter and Instagram.

Details:

- Create a hashtag #WeRollRedmond.
- Generate Facebook and Instagram posts about community empowerment.

- Promote community pride through posts with emotional appeal.
- Use an Instagram account that features the easy accessibility and the safety of Redmond's trail system.
- The Instagram account will share and repost things the community feels is relevant and important about the trail system and current issues or benefits (washed-out trails, bee hives, blooming trees, sunsets, etc.)
- Use Facebook to engage with our target audience through comments, likes, event pages, and host a public forum.
- The public forum on Facebook will:
 - a. Feature community standards and moderation to ensure a family-friendly environment.
 - b. Encourage sharing of beautiful scenes, fun family or active photos, and local hazards and warnings.
 - c. Improve real world messages and relationships about biking, walking and rolling in Redmond.
- Create editorial calendar per each social media platform to present to Heather Cassaro for approval.

Tactic 2: Update web content on a regular basis.

Details:

- Schedule weekly posts on all social media accounts and the website. This would be posted on the main page and updated continually.
- By keeping the website updated, parents will gain trust in the Bike-Walk-Roll campaign.
- We will create an additional page to distribute further Bike Walk Roll information to the public.
- Add a blog to the website.

Goal 3: To increase number of citizens that choose BWR alternatives to automotive transportation.

Objective 1: To increase the knowledge and understanding among the citizens of Redmond by 10 percent that biking, walking and rolling is a fun and safe bonding opportunity that strengthens connections within the community by the next count in September.

Public: Parents, parent influencers, and children.

Primary Message:

The people of Redmond have the opportunity to increase connections with family and the community through the BWR campaign.

Secondary Messages:

1. Redmond is a small community that has flat and safe terrain which is ideal for biking, walking or rolling and provides ample opportunity for family and community leisure-time activity and events.
2. Biking, walking and rolling offers many physical and psychological rewards and sharing that experience with friends and family can amplify those results.¹⁸

Strategy 1: Use an ego-defensive strategy in which the target publics will associate positive qualities with the Redmonds Bike, Walk, Roll campaign.

Justification: We decided to take advantage of an ego-defensive strategy because this approach encourages our target public to associate intelligence and success with a desired attitude or behavior. This strategy helps create a positive association between children and parents who bike, walk and roll around Redmond.

Tactic 1: Create a poster that highlights a “super mom” who encourages her child to utilize the biking trails.

Details:

- The posters will be presented in local businesses such as coffee shops, grocery stores, and boutique shops.
- “Super mom” should be a prominent local figure.
- Incorporate poster into website

Tactic 2: Create an informational flier that highlights fun, safety, and ease of access of Redmond to be distributed at PTA meetings, bike safety trainings and community events.

Tactic 3: Using the City Of Redmond website and social media channels, associate biking, walking, and rolling with a happy, healthy, “ideal” family. Ie. If you BWR, other families will want to be like you.

Details:

- Associate being outside and using Redmond facilities with hometown pride.
- Hold a competition on social media channels for a “Redmond biking family.”
- Allow citizens to vote on favorite picture feature in flier.

Tactic 4: Create a 30 second video spot featuring local kids and families biking, walking, and rolling around Redmond.

Details:

¹⁸Lewis & Tompkins (n.d.) Are bike groups more dangerous than they are beneficial? Lewis & Tompkins, PC. Retrieved Apr 19, 2016 from <http://www.lewisandtompkins.com/are-bike-groups-more-dangerous-than-they-are-beneficial.html>

- Use PTA contacts and families that entered the above photo competition.
- Share on social media channels.

Tactic 5: Create a 30 second radio spot featuring local athletes, perhaps high school seniors from rival teams, talking about how they get to school, what biking, walking or rolling they do for fun, or the benefits of clean Central Oregon air. Ensure that the Bike, Walk, Roll campaign is not a paternalistic PSA by avoiding negative statements about vehicular transportation and focusing on positive statements that laud the benefits of activity, the outdoors, and Redmond community.

Details:

- Option: High school football announcer “voice of the town” as voice of Redmond encouraging biking, walking and rolling.
- Option: Use families, children who entered the competition above.
- Incorporate local auto events into advocacy (motocross, car shows, monster truck show, etc).
- Connect BWR campaign to outdoor auto events.
- Associate all outdoor recreational activities with #WeRollRedmond

Goal 4: The number of citizens who believe that Redmond is a safe and ideal environment in which to bike, walk, or roll will increase.

Objective 1: Increase the total reported number of bike, walk or other alternative transportation options by 10 percent as counted by BPAC during the Fall count in September.

Public: Parents and children

Primary Message: Redmond is a fun and safe community with a variety of trails, that can be easily biked, walked, or rolled.

Secondary Messages:

1. More BWR's in the City of Redmond encourages the community to use alternative modes of transportation, which in turn takes more cars off the streets. This means the streets will be safer with more bikers. According to a report from the Alliance for Biking & Walking, that used data from the National Highway Traffic Safety Administration (NHTSA), the Fatality Analysis Reporting System (FARS) and an American Community Survey, there is a clear inverse relationship between number of bike commuters and fatalities. The cities with the largest share of cyclists have the fewest cycling fatalities. The same is true of pedestrians.¹⁹

¹⁹ Zappa Wheels (Jan 28, 2016). Safety in Numbers: More Riders Means Safer Streets. Zappa Wheels. Retrieved May 24, 2016 from <http://www.zappawheels.com/blog/safety-in-numbers-more-riders-means-safer-streets>

2. Biking is good for both tourism and the economy. The nation's 60 million annual recreational bicyclists spend \$46.9 billion on meals, transportation, lodging, gifts and entertainment. One study estimates that the spillover effects of all bicycling-related activities could be as large as \$133 billion, supporting 1.1 million jobs and generating \$17.7 billion in federal, state, and local taxes.²⁰
3. The City of Redmond has partnered with RAPRD to educate schoolchildren about riding safety and safe bike routes through the Safe Routes to Schools Project.

Strategy 1: Emphasize the safety information displayed on the website and brochures to our target audience through the recently created social media platforms.

Justification: The website, brochures and social media are filled with critical safety information that the people from the City of Redmond need to be aware of. Facebook and Instagram promotes safety, convenience and economic benefits of biking, walking and rolling.

Tactic 1: Create an integrated social media campaign that will encourage the City of Redmond's BWR's to share pictures of the safety precautions that they're taking in order to promote riding safety.

Details:

- Include safety facts featured in our brochures and website.
- On the first of each month, the person who uses the interactive hashtag, #WeRollRedmond, will get the opportunity to be featured on our Twitter, Instagram and Facebook as the #RedmondRoller of the month.
- Winner will receive a \$20 gift card to a local bike shop (community partner).

Tactic 2: BPAC sub-group members will attend community events where they will invite the citizens of Redmond to like, and follow our accounts.

Details:

- This group of volunteers will be on-site at all major community events where they will create brand awareness from beneath a visible BPAC canopy.
- Volunteers will create brand awareness by handing out brochures and having face-to-face interactions with community members who are unaware of the brand, BPAC.
- The first 100 people to follow and like all three social media accounts will be eligible to win a gift from a community partner. Ideally this will be a brewery gift card or outdoor event (A local golf certificate, fair tickets, etc.)

²⁰ Flusche, Darren. Bicycling Means Business: the Economic Benefits of Bicycle Infrastructure. Advocacy Advance. Retrieved May 24, 2016 from http://bikeleague.org/sites/default/files/Bicycling_and_the_Economy-Econ_Impact_Studies_web.pdf

G. EVALUATION:

This communication plan will be evaluated based upon the objectives in question. Read each objective and gain a better understanding of how we will evaluate the tactics we put in place. Objective 1 will be evaluated on a binary - does BWR have an active social media presence or not? We can measure the growth of social media based on the increased number of followers on Facebook, Twitter and Instagram. This would provide us with a more realistic view of the campaign's success. The other core form of evaluation we will use is the pre-existing surveys provided by Redmond. These surveys give us an annual count of bikers, walkers and rollers taken in September by the City of Redmond as well as perceptions of the school community about what the city is doing to improve safety.

III. CLIENT REPORTS:

A. BEST PRACTICES REPORT:

We are conducting best practice research for City of Redmond in order to identify strategies and tactics implemented by similar organizations that encourage safety, exercise, sustainability and an overall sense of community. Best practices research is conducted by examining previous or existing programs, organizations and events that provide useful insight into how these groups solved a similar problem. For the City of Redmond we examined alternative transportation practices in two cities and looked at four state and national initiatives to increase biking, walking and rolling.

1. City of Redding, Calif.,

The City of Redding's trail system has a national reputation and is an important part of the communities identity.

<http://www.cityofredding.org>

We chose to look into the City of Redding because of its rapid growth of pedestrian and bike trails over the past two decades. We chose this city specifically because we wanted to research how it became a national success. Redding has done an outstanding job of creating bike trails that now serve as an integrated core part of the community's identity, which is what the City of Redmond would like to achieve.²¹

The City of Redding, California, is becoming known as the trail capital of California: with over 200 miles of cycling and mountain biking trails all within a 15 – mile radius of the city center, few cities even come close.²²

Redding began with a goal to link neighborhoods and major destinations through trails as a means of alternative transportation. Now, more than 100 trails have been developed in and just beyond Redding since the efforts gained traction in 2000.²³

We chose to do best practice research on the City of Redding because it is a city that is at the forefront of trail development and is recognized nationally. The City of Redding gears its focus towards making the trails a part of the community's identity, which is similar to what the City of Redmond would like to accomplish.

²¹ City of Redding (n.d.) Parks, Trails, and Open Space. City of Redding official site. Retrieved Apr 9, 2016 from <http://www.cityofredding.org/departments/parks-and-recreation/parks/parks-trails-and-open-space>

²² Author not given (June 21, 2015). Cycling in Redding. Visit Redding. Retrieved Apr 9, 2016 from <http://www.visitredding.com/media/press-releases/cycling-in-redding>

²³ Christman, Laura (July 7, 2012). 100 Miles of Trails: Redding paves way to outdoor recreation. Record Searchlight. Retrieved Apr 9, 2016 from <http://www.redding.com/news/100-miles-of-trails-redding-paves-way-to-outdoor-recreation-ep-375029432-354339131.html>

The City of Redding does a phenomenal job of educating the public about the trails they offer through media storytelling. Redding has developed strong media relations with local and national news. A recent piece of local media coverage was featured on redding.com, which allowed the City of Redding to explain their efforts towards community engagement to the residents. The article states that the Visitors Bureau came up with a map of 30 trails in the greater Redding area. The Bureau also developed a smartphone app of the trails for easy access to their target audience, which are 20-30 year olds similar to the City of Redmond's. In the spring it ran a radio ad. in the Bay Area calling Redding the "Trail capital of California."²⁴

One of the best pieces of media coverage took place in 2009 when Redding was listed by Forbes, the leading financial magazine, for having some of the "most powerful rainbows in the world," along the Lower Sacramento River Trail.²⁵

The Sacramento River Trail is just one example of how the City of Redding has strategically used partnerships to get their name in the public eye. The trail is a joint effort from the City of Redding, Bureau of Reclamation, Bureau of Land Management and Shasta County. These partnerships are a great way for the City of Redding to get its name out to new consumer audiences.

Our team can take away several lessons learned by analyzing the City of Redding's successes. All of the media exposure that the City of Redding received heavily promotes the city's developed infrastructure and strong community engagement. Primarily, the lesson is that by exposing the City of Redding's integrated trails through media outlets and playing off the recreational fun and safe infrastructure, they were able to increase engagement in the trails to the point of making it an essential part of the community creating a community identity.

2. Travel Oregon- Bicycle Tourism Studios

A community based planning program that helps bolster awareness of the growing cycling tourism industry.

<http://industry.traveloregon.com/industry-resources/destination-development/bicycle-tourism-studio/>

We chose to examine a branch of Travel Oregon's "destination development" program called the Bicycle Tourism Studios. The Bicycle Tourism Studio is a community-based planning program created to bring bicycle tourism to towns along the Oregon Scenic Bikeways. The program's goal is to bring positive energy to towns that wish to elevate their community to a bicycle travel-friendly community. The program is designed to do so

²⁴ Ibid; Christman (2012). 100 Miles of Trails. Record Searchlight.

²⁵ Record Searchlight Staff (Aug 21, 2009). Forbes: Redding top fishing town. Record Searchlight. Retrieved Apr 9, 2016 from <http://www.redding.com/news/forbes-redding-top-fishing-town-ep-377438149-355561061.html>

by bolstering awareness of the growing cycling tourism market, while fostering key connections with regional, state and national organizations. The program helps communities increase tourism success by focusing energy on the development of applicable and appropriate cycling infrastructure, business services and marketing activities.

The Bicycle Tourism Studios is applicable to the Redmond Bike Walk Roll program because it's designed to increase ridership through Oregon communities that have the opportunity to benefit from the growing trend of cycling tourism. The Bicycle Tourism Studios are designed for entire counties and for communities surrounding Oregon Scenic Bikeways. The program serves to bring riders to the beautiful Oregon Scenic Bikeways routes and to individual cycling communities throughout Oregon. It is important to note here that the first reason why we chose this program as an example to learn from is that Redmond is surrounded by four popular designated scenic bikeways including the Metolius River Loops, Madras Mountain Views, Twin Bridges and Mckenzie Pass.²⁶ We believe that the City of Redmond can draw on citizen's enthusiasm for cycling in Oregon and also benefit from the geographic location of the Oregon Scenic Bikeways.

The City of Redmond has the resources to foster a bicycle friendly community and programs like the Bicycle Tourism Studios have the wealth of knowledge to help. The second reason we chose the Bicycle Tourism Studios as an example is that their website provides various resources for us to compare to when creating a communications plan. We believe that the Redmond Bike Walk Roll campaign shares The Bicycle Tourism Studios' goal of connecting community and business leaders with resources to help develop new authentic tourism products and leverage the assets they have.

The challenge that we face with the City of Redmond Bike Walk Roll program is a general lack of community interest in cycling along with a desire to feel safe while cycling on the streets. The Bicycle Tourism Studio's goal is to make Oregon a premier cycling destination while also helping local businesses benefit from the visiting bicyclists. We believe that Redmond's Bike Walk Roll program can apply core concepts from the Bicycle Tourism Studio's goal of attracting biking tourism to small towns like Redmond. When cycling becomes an appropriate means of transportation in Redmond, the town will benefit from the tourism money. We acknowledge Bicycle Tourism Studio's effective communication of why biking can benefit your town as a best practice that has been conducted successfully. There are also many outside resources available that help the program with its goal of increased ridership on the Oregon Scenic Bikeways.

The Bicycle Tourism Studio has gained a lot of media exposure in local Oregon media outlets. The program was featured in the Wallowa County "Chieftain" on February 6, 2016. The news story boasted the benefits of having riders come through Wallowa

²⁶ Oregon Scenic Bikeways - Oregon Cycling - Ride Oregon Ride. (n.d.). Retrieved April 11, 2016, from <http://rideoregonride.com/rides/scenic-bikeways/>

County while crediting the Bicycle Tourism Studio for the work they have done to make Wallowa County a destination to ride to.²⁷ Media involvement is a best practice of the Bicycle Tourism Studio not only because it benefits their program to help encourage other Oregon communities to engage in workshops, but this coverage also shows of the town's versatility and ability to accommodate cycling tourism.

We have also identified The Bicycle Tourism Studio's ability to engage outside audiences for help with its goals of increasing cycling tourism in Oregon towns as a best practice. The program utilizes external resources such as local and state government grants that help encourage small communities to build their cycling infrastructure.

Our team can take away several lessons through observation of The Bicycle Tourism Studio's successful implementation of bicycle improvement plans for small Oregon towns. Redmond's Bike Walk Roll program needs more supporters from the Redmond community. The Bicycle Tourism Studio is well trained and filled with resources to help towns improve their cycling community. More specifically, the Bicycle Tourism Studio understands that cyclists spend more money on vacations than any other category of recreational travelers in Oregon.²⁸ Although Redmond is not specifically interested in outsourcing campaigns to attract more tourism, this studio program can teach Redmond that once their town is bicycle friendly, there are monetary benefits that Redmond will see rather than just "community improvement" takeaways. All of this considered, it's important to encourage Redmond citizens to be aware of the cycling resources and routes in close proximity to their town. For example, Oregon is the only state with Scenic Bikeways designated for cyclists to ride on without auto traffic.

3. Small-town Sustainability in Davidson, North Carolina

Davidson, N.C. creates policies of sustainability in a small community

<http://t4america.org/wp-content/uploads/2010/09/Livability-Transit-Rural-Case-Studies-WEB.pdf>

<http://www.iog.unc.edu/programs/cednc/stbi/cases/pdf/davidson.pdf>

This example relates to Redmond's task of persuading its residents to consider biking as a major form of transportation because Davidson is also a small town that enacted new policies of sustainability without losing their community values. Similar to Redmond, Davidson is a tight-knit community that is facing population growth as more families move to the area. This could be due to the fact that both towns are near larger cities to which many residents commute for work: Redmond is 17 miles from Bend, Ore.; while Davidson is approximately 20 miles away from Charlotte, N.C. In 2004, Davidson

²⁷ Oregon Scenic Bikeways (n.d.) - Oregon Cycling - Ride Oregon Ride. Retrieved April 11, 2016, from <http://rideoregonride.com/rides/scenic-bikeways/>

²⁸ Travel Oregon (Jan 3, 2013). BTS Overview of Tourism. Slideshare. Retrieved April 25, 2016 from <http://www.slideshare.net/TravelOregon/bts-overview-of-tourism>

received the National Award for Smart Growth Achievement from the U.S. Environmental Protection Agency.²⁹

One tactic that we chose as a best practice is the fact that Davidson managed an expanding population, made up of mostly families, with a clear set of goals. These goals included preserving its status as a small town, preserving and enhancing their unique downtown area and ensuring that their growth is sustainable. The town council worked with the planning staff as well as community leaders to create zoning ordinances for sustainable practices. These ordinances included having bicycle, walking and street circulation plans being submitted for all new developments.³⁰

The second part of Davidson's strategy was based around sustainable industrial development through partnership with neighboring communities, creating localized jobs that would not require a long commute. Growing concerns about economic diversification led to the formation of the Lake Norman Regional Economic Development Corporation (E.D.C.). The E.D.C. brought together town managers from Davidson, Huntsville, and Cornelius to create a new industrial park, creating hundreds of jobs. This is regarded as one of the first examples in North Carolina in which several municipalities have agreed to share the cost and tax revenues for an economic development, and received generally positive reactions.³¹

The success in Davidson, N.C. can be taken as an example for how a small, tightly-knit community can revitalize itself during a period of growth as well as implementing sustainability, all while maintaining their community values. Through Davidson's use of a planning ordinance, they are preserving open space, increasing pedestrian and bicycle accessibility, and facilitating affordable development on their own terms.

Moreover, Davidson's success can be attributed to four things: strong demand for market access, population turnover with new ideas and energy, strong political will from the local government, and willingness to take risks. The leaders seemed willing to take risks for the sake of preserving their "small town character." Leaders have learned to accept the concept of regionalism in their broader economic development efforts. Moreover, the town has a mass influx of newcomers, similar to the amount to families relocating to Redmond.

4. VERB™ It's what you do.

A social marketing campaign to increase physical activity among youth.

<http://www.cdc.gov/YouthCampaign/>

²⁹ Barry, Sean (n.d.). Livability Case Studies: Studies on Transit and Livable communities in Rural or Small Town America (5). Transportation for America. Retrieved April 5, 2016 from <http://t4america.org/wp-content/uploads/2010/09/Livability-Transit-Rural-Case-Studies-WEB.pdf>

³⁰ Author name not given (n.d.) Davidson, North Carolina. UNC School of Government. Retrieved Apr 7, 2016 from <http://www.igc.unc.edu/programs/cednc/stbi/cases/pdf/davidson.pdf>

³¹ *Ibid*; (n.d.) Davidson, North Carolina. UNC School of Government.

“VERB,” was a national, multicultural, social marketing campaign coordinated by the U.S. Department of Health and Human Services’ Centers for Disease Control and Prevention (CDC). The campaign ran from 2002-2006. The challenge for the campaign was to increase and maintain physical activity among an audience of kids and teens ages nine through thirteen. “The campaign combined paid advertising, marketing strategies, and partnership efforts to reach the distinct target audiences. Other important audiences were parents and other adult influencers such as teachers, youth leaders, physical education and health professionals, pediatricians, health care providers, coaches, and others.”³² The campaign goals were to increase knowledge and improve attitudes and beliefs about teens being active regularly, increase parental and influencer support and encouragement of teen’s participation in physical activity. The campaign also strived to facilitate opportunities for tweens to participate in regular physical activity and also increase and maintain the number of tweens who regularly participate in physical activity.

We chose this particular example because of the similarities the VERB campaign has with the Redmond Bike Walk Roll campaign. The audience is similar and as is the encouragement of people to become more active in the City of Redmond. The VERB campaign is a good example of a brand strategy that creates fun relationships with its audience.

The messages used in the campaign were designed to encourage teens to become more physically active by communicating benefits unique to different segments of the audience (i.e., fun for younger children, accessibility for children from families in lower socioeconomic levels, increased sociability for girls). Ultimately, the campaign encouraged kids and teens to “find their verb” and demonstrated that physical activity was an integral and cool part of all their target audiences lives.

One thing that the VERB campaign was successful in doing was creating a brand. The campaign applies similar marketing strategies and tactics that brands like Nike or Nickelodeon use to create cool, fun relationships with its audience. The brand offered something beyond just the benefits to create an emotional connection between being active and the audience. A connection was made with children which empowered them to be physically active, not because they have to but because it’s fun for them. Using the target audience of kids and teens while the brand was developing, strengthened the campaign so that it would be launched in a receptive manner for their target audience. For this campaign it was critical to engage children at all key places and times when they might be receptive to the brand, especially when they were prone to being inactive, such as the time after school from 3 p.m. and 6 p.m.

³² CDC (n.d.) Youth Media Campaign Publications. Centers for Disease Control and Prevention. Retrieved April 11, 2016 from <http://www.cdc.gov/youthcampaign/research/publication.htm>

The campaign achieved significant success based on awareness goals and level of impact. The VERB campaign achieved 74 percent awareness among the nation's 9 to 13-year-old youth, with 90 percent of those children demonstrating that they understood the messages.³³ Awareness goals of 40 percent soared to over 70 percent within the first year. Although behavior change was not expected during the first phase, significant increases were seen (20 percent in reported free-time activity versus baseline) in activity levels among several of the more at-risk segments during this time.³⁴ Furthermore, year two results show a substantial positive impact across the entire population of children targeted by the campaign. In fact, the more often children were exposed to VERB messages, the more physically active they were.³⁵ VERB has not only changed the lives of more than 17 million children reached by the campaign, but also changed the way public health messages are communicated. The success of the VERB campaign can be attributed to significant marketing differences versus traditional public health campaigns.

5. Don't mess with Texas

Texas Department of Transportation reduces litter with an effective appeal to identity.

<http://www.dontmesswithtexas.org/>

Don't mess with Texas is an award-winning advertising campaign run by the Texas Department of Transportation (TxDOT) to reduce litter on Texas streets. This public education campaign is an excellent resource because it has run continuously for three decades, takes advantage of in-depth research, and targets a specific audience that is resistant to change and outside influence. Because some Redmond citizens are conscious of other bicycle and alternative transportation programs in neighboring areas (Bend, Portland, etc.) and want to stand apart, *Don't mess with Texas* provides insight into how to create a successful public education campaign that represents and celebrates the local community.

Using in-depth research, the marketing team for *Don't mess with Texas* determined that the primary litterers in Texas were youth aged 16-34 and "bubbas in pickup trucks." To reach this audience, the team needed to tap into the "tough-talking, no-nonsense, go-about-our-business, get-things-done kind of attitude that has always been associated with Texans."³⁶ By doing so, *Don't mess with Texas* avoided the paternalistic feel of most government educational campaigns and was able to make being "anti-litter" a part of the identity of these "bubbas." Within 12 years, *Don't mess with Texas* was a recognizable

³³ City Key (n.d.) VERB: it's what you do. City Key: Unlocking Baton Rouge. Retrieved April 11, 2016 from <http://www.brcitykey.com/index.php?module=promisepractice&controller=index&action=view&pid=3663>

³⁴ Centers for Disease Control and Prevention (CDC). Highlights of Year Two Evaluation Findings Youth Media Campaign, March 21, 2005 (Updated April 8, 2005).

³⁵ McKinnon, Robert (2007). Lessons from VERB: A Case For Branding in Nutrition Education. YELLOWBRICKROAD. Retrieved April 11 2016b from <http://www.galewill.com/images/content/K%20Lessons%20from%20VERB.pdf>

³⁶ Maxwell, McKenzie. (6/2/15). The Duncan Daily. DunCan/Day. Retrieved April 10, 2016 from <http://duncanday.com/2015/06/the-dont-mess-with-texas-campaign/>

slogan to 96 percent of Texans surveyed and 61 percent knew that it meant “don’t litter.”³⁷ By 2010, the latter number had risen to 82 percent.³⁸

This was accomplished by understanding the target audience, the “bubbas” in their pickups. Using Texas celebrities from Stevie Ray Vaughn and Willie Nelson to Matthew McConaughey and the Dallas Cowboys, TxDOT was able to convince the target audience to self-regulate their behavior and their friends.

As one of the longest running government educational campaigns and certainly one of the most successful, *Don’t mess with Texas* provides a wealth of information about how to conduct research, reach a target audience and show other municipalities what does and doesn’t work. *Don’t mess with Texas* features a variety of educational programs and partnerships with schools to help influence children and youth. An elementary school art contest exhibits the vision of Texas that kids want to see and reinforces the anti-litter message. In middle and high school, students compete with one another to write the next slogan to be featured on the *Don’t mess with Texas* trash cans and can organize a campus cleanup. University students even have a chance to earn scholarship money from the program. All of these programs serve as a springboard for discussion about littering and help reinforce the notion that littering harms Texas, and that’s not something Texans do.³⁹

Don’t mess with Texas teaches the value of patience and research in government marketing as well as the potential resonance of a campaign done right. By conducting in-depth research into the target audience and consciously working to make the community identify with the marketing goals, the City of Redmond (COR) may replicate the results of *Don’t mess with Texas*. If the COR can tap into the identity of Redmond alternative transportation users and shape the message, the Bike Walk and Roll program could change the perception that Redmond is unsafe for alternative transportation and encourage increased use. *Don’t mess with Texas* focused on the pride Texans feel for their state and Redmond can mimic that community pride to increase biking, walking and rolling in the city.

6. Los Angeles, Calif.– Los Angeles Critical Mass

Los Angeles Critical Mass creates an accessible nonprofit biking community.

<http://www.lacriticalmass.org/>

³⁷ History. (n.d.). *Don’t mess with Texas*. Texas Department of Transportation. Retrieved April 10, 2016 from <http://www.dontmesswithtexas.org/about/>

³⁸ Ibid; *Don’t mess with Texas*. Texas Department of Transportation.

³⁹ Education Overview. (n.d.). *Don’t mess with Texas*. Texas Department of Transportation. Retrieved April 10, 2016 from <http://www.dontmesswithtexas.org/education/>

Los Angeles Critical Mass (LACM) is a nonprofit that claims to be the largest community bicycle group in the United States.⁴⁰ On the last Friday of every month, more than 4,000 riders meet on the corner of Wilshire Blvd. and Western Avenue for a monthly night-ride. The group leaves promptly at 7:29 p.m. and ends its journey on the corner of Sunset Blvd. and Western Avenue just before midnight. The concept known as “Critical Mass” originated in San Francisco California in 1992 with the intention of demanding that the government establish a safer riding environment for cyclists. Since then, this movement has spread all around the world and the United States has experienced a drastic increase in money spent on pedestrian and cyclist safety. Although this is the original mission for Critical Mass, we chose to look specifically into the Los Angeles organization because its mission is similar to that of the City of Redmond. since Redmond’s citizens have expressed a concern about safety: The rides celebrate bicycling and encourage cycling as a leisure activity, as a sport or as a means of transportation.⁴¹

The City of Redmond wants to create a safer riding environment for its community and wants to increase the amount of people biking, riding and rolling. We chose LACM because they have successfully formed a riding group and established the perception of safety in riders.

While looking into the LACM, the first thing we noticed was that they have done a tremendous job making the event practical for all users. The organization united riders from both sides of the spectrum –kids and experienced riders – under one event to create a stronger community environment.⁴² LACM is sharing a message that is easily accessible by all and is therefore making the idea of biking more appealing to families in Southern California. To make the ride safe and easy for everyone, LACM claims to keep the speeds at 10 to 12 mph and follow a map that includes minimal elevation.⁴³ Also, because the group understands that it is dealing with amateur riders, the official website has taken precautionary measures to supply riders with the safety information that is needed.

Next, we realized that LACM is not only offering riders a safe environment for riding but also a one-of-a-kind experience. Riding in the evening and into the dark night of Los Angeles, this event is more than just an exercise; it gives people the chance to see different parts of the city that they would otherwise not see. This event is being marketed as a social gathering where people are encouraged to get out of the house, meet new people and experience what Los Angeles has to offer. The start and end point of the rides are always at the same location but the routes are different.⁴⁴

⁴⁰ LA Critical Mass. (n.d.). What We Do. LACM. Retrieved April 11, 2016, from <http://www.lacriticalmass.org/what-we-do/>

⁴¹ Ibid; LA Critical Mass. (n.d.). What We Do. LACM.

⁴² Walker, C. (2014). L.A. Critical Mass | Best of L.A. 2014: Your Key to the City. Retrieved April 11, 2016, from <http://www.laweekly.com/best-of/2014/sports-and-recreation/best-event-for-cyclists-5101457>

⁴³ Walker, C. (2014). L.A. Critical Mass | Best of L.A. 2014: Your Key to the City. Retrieved April 11, 2016, from <http://www.laweekly.com/best-of/2014/sports-and-recreation/best-event-for-cyclists-5101457>

⁴⁴ Ride Information. (n.d.). Retrieved April 11, 2016, from <http://www.lacriticalmass.org/ride-information/>

In 2014 this event was named the Best Event for Cyclist by LA Weekly.⁴⁵ We feel that we can apply some of what we have learned from LACM to the City of Redmond. We learned that communities value the idea of being practical. We feel that LACM has been able to make this a successful event because they have made it easier to complete by all riders. They have included breaks during the routes and designated a staff to help with any incidents. The most important tactic we learned is the need to offer a unique experience that is not only newsworthy but appealing to new riders.

Best Practices Summary:

A consistent strength throughout the tactics analyzed is the use of media outlets to promote the various programs, changes to city developments and the change of a cultural mindset. In our “Don’t Mess with Texas,” “Verb” and Davidson best practice examples, the ultimate success of each program lay in creating popularity for a branded concept that may otherwise have been rejected by the community. For Travel Oregon, the City of Redding and Critical Mass, the success lies primarily in the creation of partnerships and trail systems that have been maintained over time to increase the safety of bicyclists, pedestrians and other alternative transportation users. Together, this best practices document shows a variety of proven communication strategies as well as organizational and education practices that have worked around the country.

B. CLIENT MEMO – IMPLEMENTATION PLAN:

Date: May 3, 2016
To: Margy Parker
Fr: Redmond Bike Walk Roll
Subject: **Deliverables – PR Draft Strategic Plan**

Hello Redmond BPAC and Bike-Walk-Roll members!

Thank you again for coming over to Eugene to listen to our projected PR plan.

Based on your feedback, we have created the following deliverables in relation to the specific strategies we outlined in the Strategic PR Plan. The last week of the term, we plan on turning over all of our implementation pieces, our final PR Strategic Plan that will include revisions and

⁴⁵ Walker, C. (2014). L.A. Critical Mass | Best of L.A. 2014: Your Key to the City. Retrieved April 11, 2016, from <http://www.laweekly.com/best-of/2014/sports-and-recreation/best-event-for-cyclists-5101457>

our "What's Next Memo" that will provide you with a summary of what we have completed, results, and short, mid and long-term recommendations to carry our plan forward.

Below are each of our deliverables that our team will begin implementing over the course of the next four weeks.

1. Target Audience: Parent, Parent Influencers

Strategy: Distribute marketing collateral at the May 20th Bikefest event.

Implementation project or materials:

- Use Indesign to create a Rack card, include social media handles with a gift card incentive upon following.
- Create Tangibles items
 - Pens with logo
 - Mints with logo.
 - #WeRollRemond T-shirts for volunteers at event (10) if there is room in our budget. Next step, would be to design these T-shirts.
- Create a comment card where the community members can leave feedback.

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

- The tangible items will serve as reminders of the campaign for community members to take home and be reminded.
- The marketing collateral will have the BWR logo displayed on them.
- The marketing collateral will also have the BWR social media platforms displayed with incentive to sign up.

Key person(s) responsible: Olivia

Next steps:

- Begin designing the rack card on InDesign.
- Begin researching prices for the tangible items.

Projected completion date: Create marketing collateral by May 9th, so there is time to print and order the collateral before event.

2. Target Audience: Parents

Strategy: Communicate with the PTA at two elementary schools in Redmond.

Implementation project or materials:

- Contact president of the PTA to begin creating a relationship for next fall.
- Set date for initial meeting and create an agreement.
- Establish a relationship and build on-going conversation.
- Follow-up after contacting presidents.

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

- This will include an email and call to PTA presidents at two local elementary schools.
- This will create a relationship with PTA for the upcoming 2016-2017 school year.

Key person(s) responsible: Olivia

Next steps: Research the schools that we need to contact. Draft emails, and phone conversation. Contact PTA to get the ball rolling for further partnership in the future with the BPAC and Bike Walk Roll program.

Projected completion date: June 1, 2016.

3. **Target Audience:** Parents, Parent Influencers, Children

Strategy: Social media for Facebook

Implementation project or materials: Create Facebook account for BWR, use HootSuite.

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

Facebook will be used as the central social media site for the Bike, Walk, Roll social media campaign. In conjunction with the BPAC website, the BWR Facebook page will serve as a primary source of health, safety and city information. The Facebook page will also act as a forum for community members to engage with one another as well as for the city to provide event information.

Key person(s) responsible: Quinn and Emory

Next steps:

- Find out what email to use to create the account, any other photos, logos and information to place online.
- Create visually appealing content (Ex: people riding bikes)
- Build amount of followers and likes
- Create an editorial calendar to be presented for affirmation from Heather Cassaro and Scott Woodford.

Projected completion date: Create Facebook account by Monday, May 9th

4. **Target Audience:** Parents, Parent Influencers, Children

Strategy: Social media campaign for Instagram

Implementation project or materials: Create Instagram page for BWR

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

- Create visually appealing content that results in positive connotations (Ex: people riding bikes, visually appealing bikes around the city, families biking together)
- Create content that is authentic to Redmond
- Begin thinking of hashtags to use in order to gain more views and awareness
- Build amount of followers and likes
- Create an editorial calendar to be presented for affirmation from Heather Cassaro and Scott Woodford.

Key person(s) responsible: Caitlin

Next steps: Begin posting content regularly, follow other relevant accounts and gain followers. Create a social media calendar that includes an outline of posts, messages and timing.

Projected completion date: Create Instagram account by Monday, May 9th

5. Target Audience: Parents, Parent Influencers, Children

Strategy: Integrated Social media campaign for Twitter

Implementation project or materials: Create Twitter account for BWR

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

- Create visually appealing content (Ex: people riding bikes)
- Begin thinking of hashtags to use in order to gain more views and awareness
- Build amount of followers and likes
- Deliver a social media calendar by May 9th that includes an outline and specific posts regarding events, messaging and timing of day.

Key person(s) responsible: Megan, Pablo

Projected completion date: Create Twitter account by Monday, May 9th

6. Target Audience: Parents, parent influencers

Strategy: “Super-mom” poster

Implementation project or materials: Printing costs, volunteer time

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

This deliverable will be an outline of the printed poster. It will be distributed on social media networks to inspire community members to envision themselves as a part of the campaign and build followers.

Key person(s) responsible: Emory and Quinn

Next steps:

- Use InDesign to create a poster template.
- Distribute poster via social media to attract community members to the campaign and raise awareness.
- Distribute posters throughout city in local businesses, health offices, waiting rooms, etc.

Projected completion date: Friday, May 6th

7. Target Audience: Parents and Parent Influencers

Strategy: Coordinating BPAC presence at Bikefest

Implementation project or materials:

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

- Build face-to-face connections with community members
- Increase awareness of Bike Walk Roll campaign

- Tangible materials to distribute during event (Ex: Rack Card and Super Mom poster)
- Ask for BPAC volunteers to be present at tabling
 - Flat repair kits? For raffle
 - \$20 gift card to bike shop (for incentive to follow on social media and be entered into raffle)
 - “Once you enter the raffle, like our page”

Key person(s) responsible: Megan

Next steps: Continue communication with Katie Hammer with Bike Fest and Heather Cassaro for social media posting schedule.

Projected completion date: May 20th (Day of Bike-Fest).

8. Target Audience: Parent, Parent Influencers, Children

Strategy: Radio PSA (see Appendix C)

Implementation project or materials:

- Local influencer volunteering to participate.
- Quiet room and laval microphone.

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

- Use local influencers to encourage Redmond citizens to Bike, Walk, and Roll
- Coordinating with the return to classes in the Fall, implement this PSA using a local student

Key person(s) responsible: Emory

Next steps:

- Write a script
- Get permission from the City of Redmond (Scott Woodford and Katie Hammer)

Projected completion date: May 31st

Items that we need from the client:

- We need Heather to set up the social media accounts by. Delivered by Wednesday, May 4th at midnight.
- We need content that you want on the rack card. We also need images you want included on rack card that will be presented at BikeFest event. Delivered by Wednesday, May 4th at midnight.
- We need content for social media. This includes the following:
 - Pictures for social media accounts.
 - Dry Canyon photos
 - Kids at schools
 - Cool bikes in the city
 - Bikes parked somewhere
 - Photos of other communities that are doing something well...

- Grandparents and grandkids biking = positive connotations!
- We need the existing BWR graphic/logo, in any and all file formats you have. We need this delivered by Wednesday, May 4th at midnight.

IV. IMPLEMENTATION MATERIALS:

In order to move forward with the implementation plan that our team has worked on over the last month, we would like to make it easy for the Bike Walk Roll Campaign to uphold these tasks when we are not available to help. Each section will briefly describe the materials needed to uphold these tasks.

1. The Redmond Bike Fest [Event]:

Target Audience: Parents and parent influencers

Description: May is known as the National month for biking and Redmond recognizes this by hosting a Bike Festival at John Tuck Elementary School. This year's Bike Fest was held on May 20th. The event held a bike rodeo, bike safety checks, helmet giveaways and prizes. Meanwhile, the BPAC took this opportunity to promote the Bike Walk Roll Campaign in Redmond. By setting up a booth at the Bike Fest with memorabilia and items such as comment cards, Redmond was able to receive feedback and promote safe biking, walking and rolling in the Redmond community. For future BPAC tabling events, please see the below steps for reference. It is important to begin planning for events at least a month and a half in advance as to iron out all pertinent details. Begin by contacting the administrator who is in charge of the event in which you hope to table at. In this case our contact was Katie Hammer, at RAPRD.

Materials needed:

- Comment Cards (these are used for feedback from the community to help better a program). See Appendix item A.
- Rack Cards. See Appendix item B.
- Super Mom poster. See Appendix item C.
- Table cloth
- 10x10 Tent
- Banner with Bike Walk Roll Logo (City of Redmond has printed this for future use).
- Pens with logo attached. If the budget is available, you can order these here:
https://www.discountmugs.com/dmlab/design-pen.php?product_id=BP200&color=Orange&quantity=100
- Mints with logo. If the budget is available, you can order these here:
<https://www.discountmugs.com/product/x10146-custom-printed-credit-card-shape-peppermints/>
- Tee shirts for volunteers to wear with Bike Walk Roll logo attached. If the budget is available, you can order these here:
<http://danesigns.com/contact-us/>. We almost used Dana Designs for the Bike

Fest and then chose against it due to cost. Check back in with them for future events. They have a 6 shirt order minimum and use American Apparel fabric.

- Raffle tickets for incentive to sign up for social media platforms.
- Computer available at booth for public to like Redmond Bike Walk Roll social media platforms.
- Volunteers for the booth from BPAC and City of Redmond and PTA. Consider an intern for this position as well.

Contact List:

- *Katie Hammer*

Executive Director at Redmond Area Parks and Recreation District

Email: Katie.Hammer@raprd.org

Contact regarding: Katie is your contact for the Bike Fest. She oversees all aspects of the event and was able to allow the Bike Walk Roll Campaign a spot for the booth. She can answer all questions regarding how the event will be run. They also donated raffle tickets to the city for us to use at the booth.

- *Heather Cassaro*

Communications Manager at City of Redmond

Email: Heather.Cassaro@ci.redmond.or.us

Contact regarding: Heather has been our contact regarding all social media accounts (Twitter, Facebook and Instagram). We sent Heather our proposed social media plan to be accepted so that we could begin posting on behalf of Redmond Bike Walk Roll program. She worked with the City of Redmond IT department to provide us with usernames and passwords for the social media accounts.

- *Scott Woodford*

Community Development Associate Planner

Email: Scott.Woodford@ci.redmond.or.us

Contact regarding: All details surround the BPAC and the Bike Walk Roll booth are to be run by Scott and approved by Scott. He is present at the booth and understands how the social media accounts are to be managed. He oversees all things "Bike, Walk, Roll".

- *Eric Helie*

Owner at Trinity Bikes, Redmond Ore.

Email: Eric@trinitybikes.com

Contact regarding: Eric donated gear and gift cards to the Bike Walk Roll booth during Bike Fest. His contribution allowed the booth to have incentive for people to want to like the Redmond Bike Walk Roll social media pages. When they liked

the pages, their names was entered into a raffle to win prizes from Trinity Bikes. Contact Eric at Trinity if you ever want to do future partnerships.

- *Brian Lewis*

Hutch's Store Manager, Redmond Ore.

Email: Brian@hutchsbicycles.com

Contact regarding: Brian donated a \$20 gift card to the booth at Bike Fest for the Bike Walk Roll program to use as incentive for community members to like the social media pages. Brian was more than willing to help out the campaign in any way he could and also hoped to help out in the future. Contact Brian regarding any future promotional needs or partnership opportunities.

Bike Fest Results: The Bike Fest attracted nearly 30 people. Community members stopped by the booth to ask about the Bike Walk Roll program and participated in the raffle for a Hutch's gift card. The event and social media blasts increased followers on Facebook by 40 percent, Instagram by 20 percent, and had no impact on Twitter. Community members had the opportunity to fill out comment cards (see Appendix item A) to give feedback about the Redmond biking community directly to the BPAC.

This tabling opportunity at the Bike Fest will help the Bike, Walk, Roll Campaign continue to have positive opportunities to engage in more community based events and follow the outline of implementation as was done during the planning of this event.

2. Rack Card [Marketing Collateral]:

Target Audience: Parents, Children

Description: A rack card is a combination of a business card and a brochure. They are used to reach the target audience in this case parents to give them information about the Bike Walk Roll campaign. They are used strategically designed in the 6x4 size so that they can easily be grabbed and placed in pocket, purse, bag etc. The rack cards were designed to be used at the Bike Fest event. We also have the long-term vision in mind to distribute them at PTA meetings in the fall to continue the success of the Bike Walk Roll campaign. In the future, for additional marketing, we suggest placing these in local businesses for further establishment of brand recognition.

Contact list:

- *Scott Woodford*

Community Development Associate Planner

Email: Scott.Woodford@ci.redmond.or.us

Contact regarding: Details regarding pictures to use are to be approved by Scott.

He is in charge of all material related to “Bike,Walk, Roll.”

- *Heather Cassaro*

Communications Manager at City of Redmond

Email: Heather.Cassaro@ci.redmond.or.us

Contact regarding: While Heather has been our contact regarding all social media accounts, she also is in charge of all pictures we use. We received all the pictures for the marketing collateral from her.

Rack Card Results: Scott printed 30 copies of our rack cards. Through the summer these will contribute to getting community members online and continuing to build the Bike, Walk, Roll campaign.

3. Establish relationship between BPAC and the PTA at two local elementary schools:

Target Audience: Parent Influencers

Description: We have a strategy to reach out to the PTA at two local elementary schools in the City of Redmond. We have strategically chosen Sage Elementary and John Tuck through recommendations from the Bike, Walk, Roll committee. We want to target these PTA organizations because they are already vested in what is happening in the school district. Through the PTA we want to reinforce the connection between city planners and the community. Although this will not be implemented until next fall we have the contact information of the president of the PTA at both schools. We have reached out and explained that BPAC would like to begin attending PTA meetings in the fall. We have also told them that we are looking for PTA members who would be interested in joining the BPAC team at events, meetings, etc.

Contact List:

- *Ginny McPherson*

Assistant Project Program Coordinator

Ginny.McPherson@ci.redmond.or.us

- *Mary Roche*

President of PTO, Sage Elementary

Phone: (541) 316- 2830

- *Judy Pickins*

President of PTA, John Tuck Elementary

Email: Johntuckto@gmail.com

PTA Results: Although this will not be implemented until next fall we have reached out to presidents at both Sage Elementary and John Tuck Elementary to arrange a tentative time to meet next fall. Through the relationship with the PTA we will use word of mouth communication to spread information about the Bike, Walk, Roll campaign to other parent influencers in the community. We will make sure they have marketing collateral that features BPAC's social media handles in order to increase the success of the campaign.

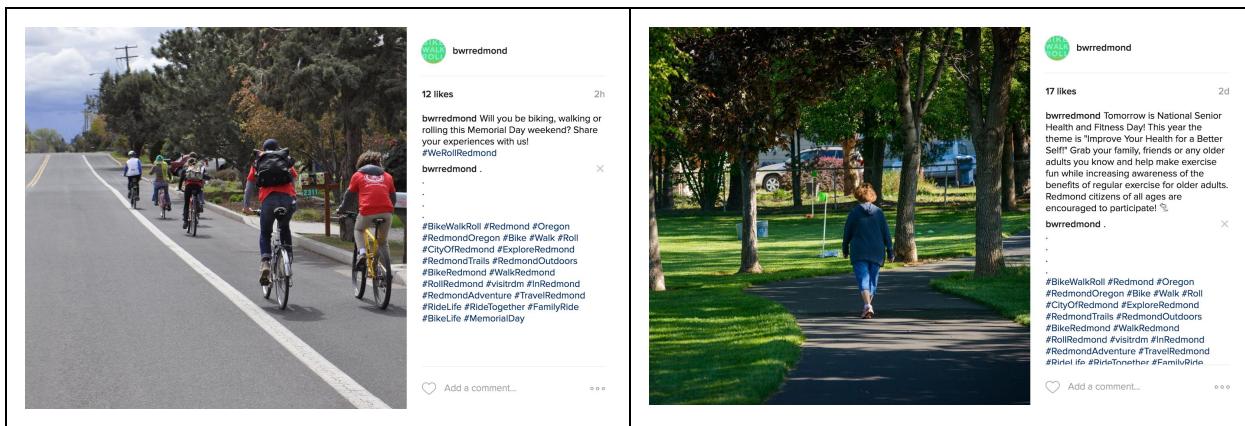
*Facebook, Instagram and Twitter **MUST** be monitored daily. All three accounts are accessible through Redmond1910@gmail.com password: Redmond1910!*

4. Instagram Account:

Target Audience: Parents and Children

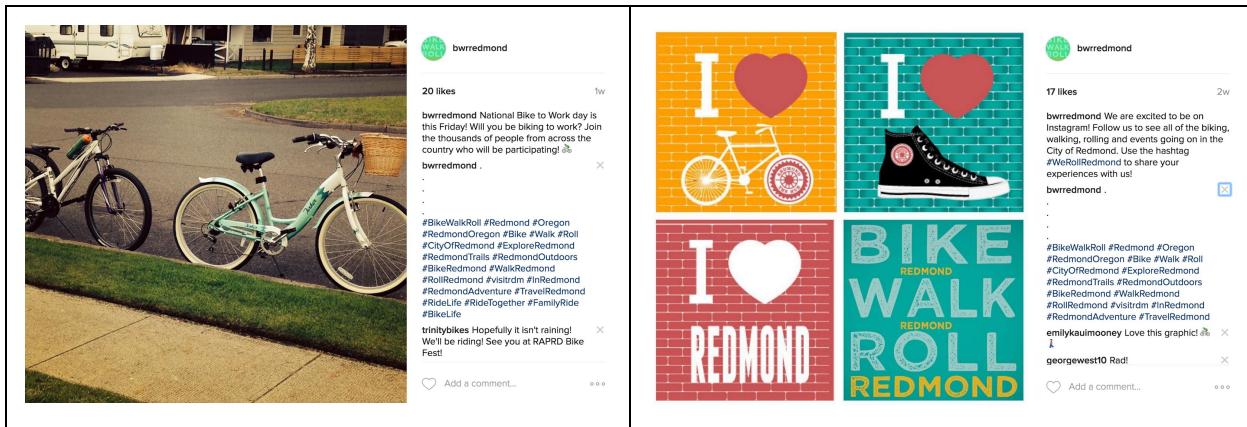
Description: The Instagram account serves as a forum for BWR to connect with the parents and children of the Redmond community. The account also serves to distribute information and images of BWR. In 2015 Instagram had 400 million active users.⁴⁶ Of those users, 53 percent are ages 18-29 and 25 percent are 20-49.⁴⁷ This account is a valuable tool for BWR because of its ability to reach not only parents, but children as well. The hashtag #WeRollRedmond is used on each post. Posts feature visually appealing images that promote community pride, awareness and involvement with BWR. With the growth of the account and amount of followers, the Instagram will begin to repost things that the community feels are important or relevant to BWR. The Instagram account should be monitored daily and posts should be posted 2-4 times a week around 5 p.m. So far, the Instagram has 7 posts with an average of 15 likes per post. There are 70 followers and the account is following 340 people.

Link: <https://www.instagram.com/bwrredmond/?hl=en>



⁴⁶ Aslam, Salman (October 19, 2015). Instagram by the Numbers: Statistics, Infographics, & Fun Facts. Omnicore Digital Marketing Agency. Retrieved May 24, 2016 from <http://www.omnicoreagency.com/instagram-statistics/>

⁴⁷ User "George" (June 4, 2015). 2015 Social Media Demographics for Marketers. We Are Social Media (WERSM). Retrieved May 24, 2016 from <http://wersm.com/2015-social-media-demographics-for-marketers/>



5. Facebook Account:

Target Audience: Parents and Children

Description: The Facebook account serves as a forum for the Bike Walk Roll community to connect with parents and children of the Redmond community as well as encourage community members to work together to form bike trains. In particular, the Facebook account focuses on parents and guardians because Facebook is their most used form of social media. It serves to distribute information and images about BWR as well as to alert the community of upcoming events related to BWR. Again, #WeRollRedmond will be used on each post.

Link: <https://www.facebook.com/BWRredmond/?fref=ts>

6. Twitter Account:

Target Audience: Parents

Description: The Twitter account serves as an informational social media platform for the community of the City of Redmond. Twitter simplifies the integration of posts from multiple social media platforms and it allows the audience to instantly voice its opinion. Because Twitter has a cap on the amount of characters used within a post, the audience reads a description of the post that's followed by a link and must then interact with the link to read the entire information. Most importantly, the limiting of characters makes attaining clear and necessary information easy. For example: Here is a post regarding the Lipbone Redding: Musician and Mouth Trumpeter; including the time, date and location; using our interactive #WeRollRedmond hashtag, but in a much simpler form. In the future, continue to update daily. Also, spend time clicking on hashtags and interacting with the community. According to ADWeek, posts should be primarily post on weekdays because that is when the most Twitter engagement occurs, and at either noon

or 6 p.m. because that is when the highest “click through rate” occurs.⁴⁸ We would suggest the HootSuite app is downloaded to schedule automatic posts.

Link: <https://twitter.com/BWRredmond>



⁴⁸ Bennett, Shea (January 6, 2015). What are the Best Times to Post on #Facebook, #Twitter, and #Instagram? ADWeek. Retrieved May 24, 2016 from <http://www.adweek.com/socialtimes/best-time-to-post-social-media/504222>

V. APPENDIX:

Item A: Survey



We value your input. Please give us your feedback below...

Do you feel safe riding/walking/rolling in Redmond? ?

(Circle one)



Nope, not at all



Kind of safe...



I could feel safer...



Yes



Absolutely

Do you ride/skate/walk for fun or for transportation?

For Transportation

100

For Fund

1

Are you comfortable using bike signals?

Yes

1

No

1

What else can Redmond do to be more bike friendly?

Handwriting practice lines with a dashed midline and solid top and bottom lines. Three faint, large question marks are centered on the lines for practice.

Item B: Rack Card



#WeRollRedmond

The City of Redmond is dedicated to having safe and convenient trails for your family to enjoy. We believe a fun adventure awaits you on every trail. We also know that biking, walking and rolling are best when shared with good company.

www.ci.redmond.or.us



Follow the adventure!

#WeRollRedmond



@BWRredmond



facebook.com/bikewalkroll

Item C: "Super Mom" poster

**"Super Mom" knows
that kids who bike:**

#WEROLLREDMOND

- Develop strength and balance
- Have reduced risk of disease
- Do better in school

BIKE REDMOND WALK REDMOND ROLL REDMOND REDMOND

@BWRredmond Facebook.com/BWRredmond

Item D: Radio PSA Scripts

1. Speaker: High school senior

Script: "I skateboard to class to save money so I can get lunch with my girlfriend. I'm in better shape, passing my classes, and I couldn't be happier. Join us online with #WeRollRedmond - brought to you by the City of Redmond Bike Walk Roll Campaign."

2. Speaker: Football announcer

Script: "And the pass to Johnson is good! He cuts left, right, TOUCHDOWN PANTHERS! Good thing he bikes to class in the offseason! Join us online with #WeRollRedmond - brought to you by the City of Redmond Bike Walk Roll Campaign."

3. Speaker: Anyone's Grandma

Script: "I never used to walk through town, but then my son told me riding my bike for just 20 minutes, 5 times a week cuts my risk of heart disease in half! Now my grandson and I are Dry Canyon regulars. Join us online with #WeRollRedmond - brought to you by the City of Redmond Bike Walk Roll Campaign."

Item E: Social Media Calendar**Bike Walk Roll Redmond May 2016**

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
						1
2	3	4	5	6	7	8
9 Twitter post 6 p.m. "Biking, walking or rolling in Redmond? [camera emoji] use #WeRollRedmond for a chance to be our #RedmondRoller and win a \$___ gift card to _____	10 Twitter post 6 p.m. -#WeRollRedmond Did You Know... that students who walk and bike to school pay more attention in school and are typically six months ahead of their peers?	11 Instagram post (5pm, bike safety) Facebook post Twitter post 6 p.m. -Will you bike, walk or roll tonight? [camera emoji] #WeRollRedmond	12 Twitter post 6 p.m. -Will you bike, walk or roll tonight? [camera emoji] #WeRollRedmond	13 Twitter post 6 p.m. -Will you bike, walk or roll tonight? [camera emoji] #WeRollRedmond	14 Twitter post 6 p.m. -Will you bike, walk or roll tonight? [camera emoji] #WeRollRedmond	15 Twitter post 6 p.m. - Have a Safe Sunday Tweet using [camera emoji] #WeRollRedmond
16 Twitter post 6 p.m. -Will you bike, walk or roll tonight? [camera emoji] #WeRollRedmond	17 Instagram post (5pm, Bike to Work day Friday) Facebook post (bike fest) Twitter post 6 p.m. -Will you bike, walk or roll tonight? [camera emoji] #WeRollRedmond	18 Twitter post 6 p.m. -[camera emoji] #WeRollRedmond Did You Know... that Redmond being a relatively flat community only 3 miles in width and five miles in length should be very easy to navigate both walking and biking.	19 Instagram post (5pm, bike fest) Twitter post 6 p.m. -Will you bike, walk or roll tonight? [camera emoji] #WeRollRedmond	20 Bike Fest @ John Tuck Elementary 4:30-6:30pm Third Friday Stroll - Paint the Town Purple, American Cancer Society @ Downtown 5- 8pm National Bike to Work Day Facebook post Twitter post 6 p.m. -Will you bike, walk or roll tonight? [camera emoji] #WeRollRedmond	21 NO EVENT TOMORROW [DoNotTweetAbove] Twitter post: Retweet images from the #WeRollRedmond campaign.	22 Twitter post 6 p.m. - Have a Safe Sunday Tweet using [camera emoji] #WeRollRedmond

23	24	25	26	27	28	29
Twitter post 6 p.m. -Will you bike, walk or roll tonight? #WeRollRedmond	Instagram post (5pm, Senior health day) Facebook post	National Senior Health & Fitness Day Twitter post 6 p.m. -#WeRollRedmond Did You Know... that a majority of students in the school walk zone do not walk or bike to school but are dropped off in a car?	Twitter post 6 p.m. -Will you bike, walk or roll tonight? #WeRollRedmond	Facebook post: Instagram post (5pm, being active for the holiday weekend) Twitter post 6 p.m. -Will you bike, walk or roll tonight? #WeRollRedmond	NO EVENT TOMORROW [DoNotTweetAbove] Twitter post: Retweet Images from the #WeRollRedmond campaign.	Twitter post 6 p.m. -Have a Safe Sunday Tweet using #WeRollRedmond
30	31					
Instagram post (12pm, memorial day) Memorial Day Twitter post 6 p.m. "It's Monday! Just a friendly reminder that the #RedmondRoller will be picked this Wednesday June 1. Keep em coming #WeRollRedmond"	Facebook post (National Running Day tomorrow) Twitter post 6 p.m. "There's still time ! The #RedmondRoller will be chosen tomorrow! Keep em coming #WeRollRedmond"					

EVENTS

Twitter

"**Did You Know**" comes from the City of Redmond website.
- **Will you bike, walk or roll tonight?** Will include the **next day's** event name, time and location.



BikeWalkRollRedmond
@BWRRedmond

Will you bike, walk or roll tonight?
#WeRollRedmond

Lipbone Redding: Musician and Mouth
Trumpeter

: @DeschutesLib

: May 5

: 6 p.m.

Two Major Events

Bike Fest @ John Tuck Elementary
4:30-6:30pm

Third Friday Stroll - Paint the Town Purple, American Cancer Society @ Downtown 5-8pm

National Days

May 20
National Bike to Work Day
May 25
National Senior Health & Fitness Day
May 30
Memorial Day

Bike Walk Roll Redmond June 2016

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	
		<p>National Running Day Instagram post (12pm, National running day)</p> <p>Twitter post 6 p.m. "Congratulations @_____ you've been selected as the first ever #RedmondRoller! [party emoji] retweet the image"</p>	<p>1</p> <p>Twitter post 6 p.m. - "Don't forget to [camera emoji] and use #WeRollRedmond for a chance to be our #RedmondRoller and win a \$____ gift card to _____"</p>	<p>2</p> <p>Facebook post (National Trails Day)</p> <p>Instagram post (12pm, Cystic Fibrosis walk)</p> <p>Twitter post 6 p.m. - Will you bike, walk or roll tonight? [camera emoji] #WeRollRedmond</p>	<p>3</p> <p>Central Oregon Great Strides for Cystic Fibrosis @ Sam Johnson Park 9am-1pm</p> <p>National Trails Day</p> <p>NO EVENT TOMORROW [DoNotweetAbove]</p> <p>Twitter post: Retweet images from the #WeRollRedmond campaign.</p> <p>- Will you bike, walk or roll tonight? [camera emoji] #WeRollRedmond For the Heaven Can Wait 5k walk/run</p>	<p>4</p> <p>Instagram post (12am, Heaven can wait walk)</p> <p>Twitter post 6 p.m. - Have a Safe Sunday Tweet using #WeRollRedmond</p> <p>- Will you bike, walk or roll tonight? [camera emoji] #WeRollRedmond For the Heaven Can Wait 5k walk/run</p>	
<p>Heaven Can Wait 5K walk/run @ Drake Park 7am-2pm</p> <p>National Gardening Exercise Day</p> <p>Twitter post 6 p.m. "Congratulations to all of those who participated in today's 5k [camera emoji] #WeRollRedmond" - Will you bike, walk or roll tonight? #WeRollRedmond</p>	<p>6</p> <p>Facebook post</p> <p>Twitter post 6 p.m. - Will you bike, walk or roll tonight? [camera emoji] #WeRollRedmond</p>	<p>7</p> <p>Twitter post 6 p.m. - Will you bike, walk or roll tonight? [camera emoji] #WeRollRedmond</p>	<p>8</p> <p>Instagram post (5pm, General bike, walk, roll post)</p> <p>Twitter post 6 p.m. - Will you bike, walk or roll tonight? [camera emoji] #WeRollRedmond</p>	<p>9</p> <p>Instagram post (5pm, General bike, walk, roll post)</p> <p>Twitter post 6 p.m. - Will you bike, walk or roll tonight? [camera emoji] #WeRollRedmond</p>	<p>10</p> <p>Facebook post</p> <p>Twitter post 6 p.m. - Will you bike, walk or roll tonight? [camera emoji] #WeRollRedmond</p>	<p>11</p> <p>Twitter post 6 p.m. - Will you bike, walk or roll tonight? [camera emoji] #WeRollRedmond</p> <p>- Retweet Images from the #WeRollRedmond campaign.</p>	<p>12</p> <p>Twitter post 6 p.m. - Have a Safe Sunday Tweet using [camera emoji] #WeRollRedmond</p>

13	NO EVENT TOMORROW [DoNotTweetAbove] -Retweet images from the #WeRollRedmond campaign. -Twitter post 6 p.m. "Happy Monday! Just a friendly reminder that the #RedmondRoller will be picked Friday July 1. Keep em coming [camera emoji] #WeRollRedmond"	14	NO EVENT TOMORROW [DoNotTweetAbove] -Retweet images from the #WeRollRedmond campaign. -Twitter post 6 p.m. "Missed out on [Event Name]? Here are a few pictures of what happened."	15	Facebook post (about Nati Dump the Pump Day, June 16) Instagram post (5pm, Dump the Pump) Twitter post 6 p.m. - Will you bike, walk or roll tonight? [camera emoji] #WeRollRedmond For the Scleroderma 5k walk/run on Saturday June 18	16	National Dump the Pump Day Twitter post 6 p.m. - Will you bike, walk or roll tonight? [camera emoji] #WeRollRedmond	17	Third Friday Stroll - The Streets of Redmond @ Downtown 5:30-8pm Facebook post Instagram post (5pm, Scleroderma Walk/Run) Twitter post 6 p.m. - Will you bike, walk or roll tonight? [camera emoji] #WeRollRedmond For the Scleroderma 5k walk/run on Saturday June 18	18	Scleroderma awareness 5K Walk/Run @ Sam Johnson Park Pavilion 8am-1pm Twitter post 6 p.m. - Will you bike, walk or roll tonight? [camera emoji] #WeRollRedmond - Retweet images from the #WeRollRedmond campaign.	19	Father's Day Facebook post (about Father's Day) Instagram post (12pm, Father's Day) Twitter post 6 p.m. - Have a Safe Sunday Tweet using [camera emoji] #WeRollRedmond
20	NO EVENT TOMORROW [DoNotTweetAbove] -Retweet images from the #WeRollRedmond campaign. -Twitter post 6 p.m. "M-o-n-d-a-y! Just a friendly reminder that the #RedmondRoller will be picked Friday July 1. Keep em coming [camera emoji] #WeRollRedmond"	21	Go Skateboarding Day NO EVENT TOMORROW [DoNotTweetAbove] -Retweet images from the #WeRollRedmond campaign. -Twitter post 6 p.m. "Missed out on [Event Name]? Here are a few pictures of what happened."	22	NO EVENT TOMORROW [DoNotTweetAbove] -Retweet images from the #WeRollRedmond campaign. -Twitter post 6 p.m. "The Redmond Street Festival is this weekend, will you bike, walk or roll? [camera emoji] #WeRollRedmond"	23	Twitter post 6 p.m. - Will you bike, walk or roll tonight? [camera emoji] #WeRollRedmond	24	Facebook post (about Redmond Street Festival) @ Downtown 6th St. 10am-5pm Instagram post (5pm, Street Festival) The Redmond Street Festival starts tomorrow, will you bike, walk or roll? [camera emoji] #WeRollRedmond	25	Redmond Street Festival @ Downtown 6th St. 10am-5pm Twitter post 6 p.m. - Will you bike, walk or roll tonight? [camera emoji] #WeRollRedmond - Retweet images from the #WeRollRedmond campaign.	26	Redmond Street Festival @ Downtown 6th St. 10am-5pm Twitter post 6 p.m. - Have a Safe Sunday Tweet using [camera emoji] #WeRollRedmond
27	NO EVENT TOMORROW [DoNotTweetAbove] -Retweet images from the #WeRollRedmond campaign. -Twitter post 6 p.m. "It's Monday! Just a friendly reminder that the #RedmondRoller will be picked this Friday July 1. Keep em coming [camera emoji] #WeRollRedmond"	28	Facebook post NO EVENT TOMORROW [DoNotTweetAbove] -Retweet images from the #WeRollRedmond campaign. -Twitter post 6 p.m. "Missed out on [Event Name]? Here are a few pictures of what happened."	29	NO EVENT TOMORROW [DoNotTweetAbove] -Retweet images from the #WeRollRedmond campaign.	30	Instagram post Twitter post 6 p.m. "Hurry there's still time [clock emoji]! The #RedmondRoller will be chosen tomorrow! Keep em coming [camera emoji] #WeRollRedmond"						

EVENTS

Twitter

- Will you bike, walk or roll tonight? Will include the next day's event name, time and location.



BikeWalkRollRedmond

@BWRredmond

Will you bike, walk or roll tonight?
#WeRollRedmond

Lipbone Redding: Musician and Mouth
Trumpeter

1: @DeschutesLib
May 5
6 p.m.

Six Major Events

Central Oregon Great Strides for Cystic Fibrosis
@ Sam Johnson Park 9am-1pm

Heaven Can Wait 5K walk/run @ Drake Park 7am-2pm

Third Friday Stroll - The Streets of Redmond @ Downtown 5:30-8pm

Scleroderma awareness 5K Walk/Run @ Sam Johnson Park Pavilion 8am-1pm

Redmond Street Festival @ Downtown 6th St. 10am-5pm

Redmond Street Festival @ Downtown 6th St. 10am-5pm

National Days

June 1
National Running Day
June 4
National Trails Day
June 6
National Gardening Exercise Day
June 16
National Dump the Pump Day
June 19
Fathers Day
June 21
Go Skateboarding Day