



CITY OF AUBURN

Marketing & Awareness of City Values

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University of Washington ○ HuskyCreative American Marketing Association Student Club

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MARKETING & AWARENESS OF CITY VALUES

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ABOUT LIVABLE CITY YEAR

The UW Livable City Year program (LCY) is an initiative that enables local governments to tap into the talents and energy of the University of Washington to address local sustainability and livability goals. LCY links UW courses and students with a Washington city or regional government for an entire academic year, partnering to work on projects identified by the community. LCY helps cities reach their goals for livability in an affordable way while providing opportunities for students to learn through real-life problem solving. LCY has partnered with the City of Auburn for the 2017-2018 academic year, the inaugural year of the program.

The UW's Livable City Year program is led by faculty directors Branden Born with the Department of Urban Design and Planning, and Jennifer Otten with the School of Public Health, in collaboration with UW Sustainability, Urban@UW and the Association of Washington Cities, and with foundational support from the College of Built Environments and Undergraduate Academic Affairs. For more information contact the program at uwlcy@uw.edu.



LIVABLE CITY YEAR: ONE YEAR. ONE CITY. DOZENS OF
UW FACULTY AND HUNDREDS OF STUDENTS, WORKING
TOGETHER TO CATALYZE LIVABILITY.

LCY.UW.EDU

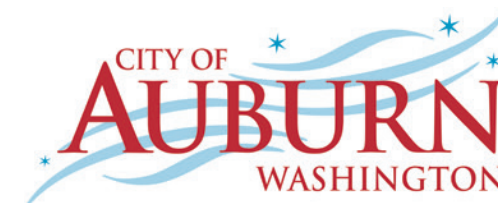
ABOUT THE CITY OF AUBURN

The City of Auburn is well-positioned to take advantage of many of the opportunities in the Puget Sound region. Centrally located between Seattle and Tacoma, Auburn is home to more than 77,000 residents. It is the land of two rivers (White & Green), home to two nations (Muckleshoot Indian Tribe & City of Auburn) and spread across two counties (King & Pierce).

Auburn was founded in 1891 and has retained an historic downtown while also welcoming new, modern development. Known for its family-friendly, small-town feel, Auburn was initially an agricultural community; the city saw growth due to its location on railroad lines and, more recently, became a manufacturing and distribution center. Auburn is situated near the major north-south and east-west regional transportation routes, with two railroads and close proximity to the Ports of Seattle and Tacoma.

Auburn has more than two dozen elementary, middle and high schools, and is also home to Green River College, which is known for its strong international education programs. The city is one hour away from Mt. Rainier, and has many outdoor recreational opportunities.

The mission of the City of Auburn is to preserve and enhance the quality of life for all citizens of Auburn, providing public safety, human services, infrastructure, recreation and cultural services, public information services, planning, and economic development.



WWW.AUBURNWA.GOV

01 EXECUTIVE SUMMARY

Background

In 2014 the City of Auburn collaborated with over 1,000 residents as part of the “Imagine Auburn” plan to help the city build towards the goals of “Auburn 2035” – the year the population of Auburn is projected to surpass 100,000. The Core Comprehensive Plan (2015) affirmed a commitment to the city’s Core Values. The goal is for the actions of these values to be seen and incorporated into the lives of both city employees and residents. The intention of this promotional marketing plan is to increase the awareness of the Values both internally within city departments and externally amongst businesses and residents. To further address this goal, our team met with city staff to determine specific projects or ideas the city is considering. In addition, we conducted secondary research to uncover tactics and practices that have been successful for other businesses or cities and may be applicable to Auburn. Each strategy has its own metric for success, but to gauge the overall benefit of this plan the “Imagine Auburn” survey could be re-administered with additions regarding familiarity with the values and their purpose.

The Seven Value Statements

1. Character: Developing and preserving attractive and interesting places where people want to be.
2. Wellness: Promoting community-wide health and safety wellness.
3. Service: Providing a transparent government service.
4. Economy: Encouraging a diverse and thriving marketplace for consumers and business.
5. Celebration: Celebrating our diverse cultures, heritage, and community.
6. Environment: Stewarding our environment.
7. Sustainability: Creating a sustainable future for our community.

Internal

The first half of this strategy is focused on the internal (city employees) adoption of the values. The value statements are used on the internal PowerPoint template and are displayed on the walls in the city offices. To further increase awareness among employees, our team incorporated the specific recommendations from staff for an employee recognition program and decision rubric. Also, we suggest working within the city’s organizational culture to help embrace the values through formatting employee duties and evaluations.

External

The second half of this document focuses in on how best to reach Auburn’s external audience, the general public. In order to best accomplish this, our team split this group into city businesses and residents.

Businesses

Businesses can have an impact not only on the attitudes of other businesses in the area, but also on the residents. Therefore, our team decided it is important to create specific strategies to directly address Auburn’s employers. To efficiently reach out to many businesses in the Auburn area, we suggest creating partnerships with local professional organizations including the Rotary Club, American Chamber of Commerce, as well as increasing outreach and communication with the Muckleshoot Tribe. In order to recognize businesses that the city is working

with, and highlight their Value-driven activities, we suggest adding a section to the quarterly magazine produced by the city featuring businesses who are manifesting the seven Core Values.

Residents

Through an assessment of precedents, our team found that educational programming may be an effective avenue for reaching students in the area. Redesigning Auburn's logo to include the Values will also aid in increasing overall awareness. Including the Values on resident mailings and other city materials is a low-cost way to increase visibility and familiarity with the Values.

Timeline

A timeline has been provided to aid with implementation of these strategies. It focuses on actions that need to be completed each quarter of the first year of the plan with additional milestones for years two, five, and ten. The initial steps for each of the recommendations are to be completed within the first year of introduction.

Ride location. The mission behind these Values is to create a stronger identity for the city. We believe that Auburn needs to first address the residents' key concerns before expecting a full embrace of the city's core values.

02 BACKGROUND

As stated in the Auburn Core Comprehensive Plan created in 2014, there is a sense of pride within the Auburn community, and the goal of these seven new Value statements is to build upon that sense of community. To demonstrate the potential of the value statements to the people of Auburn, residents must first become more aware of the statements themselves, their significance, and the city's reasoning for developing them.

The goal of this promotional marketing plan is to not only address the short-term goal of increasing awareness of the seven Values both internally among city employees and externally to Auburn businesses and residents, but also to assist Auburn in reaching its long-term goal of embedding these Values into the actions of its citizens.

It can sometimes be difficult to quantify the success of an awareness campaign; however, results can often be seen qualitatively in the community. Therefore, to gauge overall success of the plan, we suggest re-administering the initial survey from the 2011 "Imagine Auburn" plan after one year of the implementation of the promotional marketing plan to discern the change in opinions; specifically inquiring about the perceived strength of the community and recognition of the Values. An increase would be an indicator of the success of the campaign.

Initially, to increase adoption, Auburn should also address its citizen's concerns. During the 2012 Resident Survey, 16% of citizens reported feeling unsafe, a 3% increase from 2011 (Auburn 2012 Citizen Survey). Additionally, there has been some negative publicity about the overcrowding of the primary Auburn Park &

03 INTERNAL SOLUTIONS

Current Progress

The City of Auburn is already starting to introduce the values into their primary offices. The Value words have been incorporated into their PowerPoint template as well as on the walls of city offices. Staff also emphasized that the current methods will continue; however, the goal is to spread the Values to other parts of the city governing, management, and enforcement offices.

BEFORE THE ENTIRE CITY OF AUBURN CAN BEGIN
ADOPTING THE VALUES INTO ITS ACTIONS, THE CITY
EMPLOYEES SHOULD LEAD BY EXAMPLE

Audience

A 2013 Columbia Business School study, found that 73% of 1,400 Chief Executive Officers nationwide believe coordination among employees drives culture (Rajgopal 2015). We agree with staff that the city not only focus on specific departments but also work to implement the Values city wide. Before the entire city of Auburn can begin adopting the values into its actions, the city employees should lead by example. This top-down strategy has begun in city offices and meeting rooms. We recommend that the city develops the program further to reach other civic departments and then eventually extend the program to external members of the Auburn community.

Employee Organizational Culture

Reasoning

To truly embed these Values into the organizational culture of Auburn, internal upper-management needs to ensure the Values are adopted into the organizational culture of each department. A first step in accomplishing this, would be to reformat job descriptions to illustrate how the seven values relate to each employee's job. This will provide employees with a tangible example of how to incorporate the Values into their current roles.

Two relevant studies demonstrate how using an innovative approach to new employee orientation leads to greater retention and performance. The first, from Oregon State University's Human Resource Department (2014), showed that first-day orientation is very important for employee retention. Additionally, the degree to which a new employee feels comfortable with expectations given on the first day of the job can be a key indicator of their future success with the organization (Oregon State Human Resource Department 2014).

THE PROVISION OF EXPLICIT EXAMPLES OF POSITIVE
VALUE-DRIVEN BEHAVIOR OR THE RE-ARTICULATION
OF JOB DESCRIPTIONS IN TERMS OF THE VALUES, MAY
BE TWO KEY WAYS TO BEGIN THE INTEGRATION OF THE
VALUES INTO CITY GOVERNMENT

The second study focuses on Seattle based retailer Nordstrom. They were awarded the Operations Summit's Excellence in Customer Experience Award for "Best Customer Returns Experience" in 2016 (Operations Summit Awards 2016). Nordstrom's success in this regard is due to their unique approach to customer service: during employee orientation experienced employees share their personal customer service stories with new personnel. This provides the new employee examples of how the Nordstrom's customer-first mindset can be practiced (Lencioni 2014). Marume (2016) found that while financial and legal structures of the public and private sectors differ, both types of organizations have similar personnel processes. Reformatting the Auburn job descriptions may have a similar effect. Despite the differences between the private and public sectors, the provision of explicit examples of positive value-driven behavior or the re-articulation of job descriptions in terms of the Values, may be two key ways to begin the integration of the Values into city government.

Implementation

An example of a job description for a maintenance worker, taken from the City

of Auburn site and revised with Value-centric language, can be found in Appendix A. The duties have been redistributed into the different Values based on the descriptions of each Value in the Auburn Core Comprehensive Plan.

The duties could also be sorted into the different Values by the employees themselves. This will help current employees gain a better understanding of how the values can be reflected in their job performance, and create job descriptions in the Value format to be used in the future.

We suggest the employees in all departments begin building the connection between their task and the Values as soon as possible. These small changes demonstrate how the values can be adopted by the city employees.

Future

In the future this strategy could be used by local businesses in the area for their recruitment program. According to the Auburn Core Comprehensive Plan one of the things the city is proudest of is the entrepreneurial spirit and number of small businesses in the area (Auburn Core Comprehensive Plan 6). If these businesses also adopt the Value format for their job descriptions, all employees in the area could be working daily with the core values in mind. Further, future employee applications might be framed in terms of the Values, meaning that potential employees would have to consider how their previous work experiences embody the Values and how they would use those experiences to contribute to Auburn.

To make this easier for businesses, a master list of job duties sorted into the Values – similar to pages 20-27 of the Auburn Core Comprehensive Plan – can be shared with the public.

Metric of Success

To gauge the success of this plan, employees can be asked to describe their daily tasks in terms of the Core Values after the new format of job descriptions is implemented. If employees generally have no problem completing this, it will be an indicator of successfully creating tangible actions performed within each Value. Additionally, employee, peer-to-peer, or managerial evaluations can be restructured into the Value format to further determine if and how Values are being incorporated.

Employee Recognition

Reasoning

To recognize the city staff adopting the Values into their everyday behavior,

we suggest creating an employee recognition program, based on the Values. Employee recognition programs have become increasingly popular. According to a study done by the employment consulting firm Psychometrics, a Canadian firm that works with 84 of the top 100 firms in that country, 58% of employees want a recognition program (Bakker 2011). Additionally, Globoforce, a corporate culture consulting firm in Europe whose client portfolio ranges from healthcare and services to hospitality and technology, conducted a study with over 800 employee respondents. They found 25% of employees with a rewards program were more likely to understand the organization’s objectives and 22% felt more enabled to achieve the objectives (Globoforce 2012). Although public companies typically have more funding available for rewarding employees monetarily, these studies are based on a non-monetary reward system. We believe something similar could be effective in Auburn.

We suggest a program that is focused on highlighting one employee in each of the seven Core Value areas once a month. Employees will be nominated by their peers. Also, the same Globoforce study found that there was 11.5% more engagement with the program with peer-to-peer recognition and employees were 28% more likely to reinforce the company’s values (Globoforce 2012). Employees will use the database of duties sorted into the Values suggested in the employee organization culture section as a reference for nomination qualities. This program could be done in each department or across city departments.

Implementation

A sample mural created by one of our designers is shown below. The tree was chosen to represent the Environment and Sustainability Values. The Value words are in the root of the tree illustrating how they would be deeply ingrained into the actions of the city and its community members. Such a mural could be painted by a local artist or students from one of the local high schools.

As indicated in the City’s Comprehensive Plan, Auburn prides itself on the support it has for the arts community and hopes to expand it through the Core Value Celebration (Auburn Core Comprehensive Plan 2015). By having a local community member create the mural, the community’s pride and capabilities are reinforced and demonstrated while simultaneously offering a key opportunity for community participation. A mural such as this could be painted on the side of City Hall or other civic, public, or private locations. The names of employees who are recognized could be listed around the mural under the Value they are recognized for along with their department and date of recognition.



FIGURE 1
Example of a mural to be displayed as part of the employee recognition program.

Credit: HuskyCreative team member Audrey Levy

Future

The recognition program could also be used to acknowledge other leaders in the area in the future. For example, community service, business leaders, or high school students. This will be discussed in more detail in the external solution section.

Metric of Success

In order to measure the success of the employee recognition program, an employee satisfaction survey could be administered before and after implementation. A comparison of both turnover and productivity rates before and after the implementation can be conducted as well, and would provide quantitative support to the surrounding results.

Decision Rubric

Reasoning

The third proposal is an internal decision rubric, an idea initially suggested by staff, and corroborated by our investigation into the potential effectiveness of the rubric. The Core Comprehensive Plan states “these values are the core of how we make choices” (Auburn Core Comprehensive Plan 2015). The decision matrix would be used by City Council to ensure they are taking the Values into account during decision making.

It will also be beneficial for external communications purposes by creating a transparent set of values and accountability to those values. Per the 2012 Auburn Residents Survey, 41% of respondents felt the government was focusing on the “wrong things” (Auburn 2012 Citizen Survey). This rubric will increase the transparency of city decisions and create a shared language for both residents and the city to evaluate and discuss decisions; in turn, this will ideally increase the willingness of citizens to adopt the Core Values.

Implementation

Auburn is already incorporating a technique that we believe will be effective, and we suggest expanding upon it. The Parks and Open Spaces Policy Element of the Auburn Core Comprehensive Plan (Appendix B) groups information in terms of each Core Value. We suggest further expansion to include how given projects represent the values as well as this is a low-cost option that can be easily and quickly implemented.

To reach the community residents we suggest publishing press releases about new policies using the rubric format. A decision rubric could help ensure value-aligned decision making internally, and potentially increase residents’ faith in government

decisions. We also recommend that the City of Auburn works with the Auburn Reporter to share the ongoing use of the Core Values internally in city actions and decision making.

Future

If successful, the rubric may be adopted by local businesses for their decision-making processes. To assist the businesses, the city could share a compilation of example decision characteristics sorted by each Core Value. This is a long-term implementation strategy and will be dependent on the success of local businesses incorporating the Values into their actions.

Metric of Success

In order to measure the success of Value-based decision, an internal audit could be conducted to determine the effectiveness of a decision and whether its justification was based on the Values. The re-administering of the “Imagine Auburn” survey, as mentioned in the background section on page 12, will provide information on the success of this suggestion externally.

04 EXTERNAL SOLUTIONS

Audience

The goal of this portion of the promotional marketing plan is to increase awareness of the Values amongst members of the Auburn community beyond city employees. The strategies have been broken down into those for local businesses and those for residents.

BUSINESSES

An additional characteristic that the people of Auburn highlighted in the “Imagine Auburn” survey is the large number of local businesses. To maintain and continue the growth of business, the city’s economy needs to continue its success. According to a survey of over 3,000 cities conducted by the National League of Cities, 60% of citizens think it is the job of the local government to drive the economy (ICMA 2009). Additionally, one of the Values, Wellness, aims to promote and support programs in local businesses (Auburn Core Comprehensive Plan 2015). For the adoption and increase in awareness of city values to be successful, the business owners in the area must also be on board.

Partnership with Local Professional Organizations

Reasoning

Reaching many small businesses individually may be logistically challenging. To mitigate such challenges, we suggest working with the local Rotary Club, American Chamber of Commerce, and Kiwanis Club in Auburn. These are organizations centered on connecting, networking, and collaborating with local professionals. We also endorse the suggestion stated in the Core Plan to increase partnership with the Muckleshoot Tribe (Auburn Core Comprehensive Plan 2015). They are key contributors to tourism and the local economy. Working with these groups will help increase the reach and potential adoption of the Value.

Implementation

Preliminary connections and outreach are the first step in developing relationships and can be initiated by attending meetings and events. These first steps may come in many different forms and could be achieved by co-hosting existing Auburn events, such as the Daddy Daughter Dance. Collaboration like this would offer an opportunity to share costs and build relationships. Additionally, many of these organizations also have youth divisions, allowing for the possibility of intergenerational experiences based on Auburn’s Values.

Future

In the future, to appeal to young people and impress upon them the importance of community values, scholarships can be offered. A successful existing model is at the Northshore Schools Foundation in Bothell, Washington, which currently partners with the local Rotary and Kiwanis chapters to provide graduating seniors with scholarships (Northshore Schools Foundation Website).

Business Recognition Program

Reasoning

The City of Auburn releases a quarterly publication, Auburn Magazine, highlighting current events in the city. A potential addition could involve a section featuring local businesses that exemplify the Values. Their selection would not only mean free publicity for the businesses, but also demonstrate the potential for meaningfully adopting of the City Values to the public.

FIGURE 2

Cover of the Fall 2016 edition of the Auburn Magazine.



Credit: Philips Publishing

Implementation

This is a low-cost option that can highlight not only local business, but the positive outcomes of the city's Values in action. We suggest that businesses could be nominated by citizens who see businesses displaying the Values through interactions with customers or services to the community. The database of characteristics exemplifying the Values, mentioned in the internal decision rubric strategy, can be utilized to help citizens with the nomination process.

We suggest the city put this program into effect during the second phase of the implementation process. This would allow time for businesses to become aware of the values and adopt them into their organizational culture. To increase awareness of this program, the partnerships with local professional organizations can be used.

Future

A permanent display could be created honoring those businesses who have been awarded for adopting the Values into their practices. A correlating example is Northshore School District's "Wall of Honor" on display at the high school football stadium. Recipients are either former staff members or alumni of the school who have contributed to the growth of the community (Northshore School District Website). We think this would also aid in increasing participation from businesses as it provides a permanent marketing placement in addition to the feature in Auburn Magazine.

Metrics of Success

The strength of the relationship between local businesses and the city should improve in ways that are visible throughout the community. One way this can be seen is through more coordination of public events between the city and local businesses. Over time, the number of businesses nominated should increase as people become more aware of the program and businesses internalize the benefits of adopting the Values.

RESIDENTS

Collaborative inclusion of residents with Core Values is essential to a successful rebranding process. While civic spaces, city government, and businesses will be using Values in public space and daily practice, finding ways to create a visual presence for the Values is important to building awareness among residents.

Rebranding

Reasoning

The current motto for the City of Auburn is centered around "More Than You Imagined" from the 2011 "Imagine Auburn" campaign. We suggest changing this to revolve around the Core Values. The brand is a representation of the city and its residents. Updating the brand will increase awareness of the values to internal employees, residents, and business owners in the area. Our team decided to focus on a logo redesign and to explicitly incorporate the values to help Auburn begin to be recognized for these values.



Credit: HuskyCreative member Lizzie Le

Implementation

Shown above, are a couple sample logos with the Value words displayed. The new logo would be used on the Auburn website, social media platforms, and all other promotional or internal materials. Rebranding is an important process. It is the first step in evolving the brand of the city to exemplify the values, and therefore should be the first step of the promotional marketing plan.

FIGURE 3

Metrics of Success

During the re-administration of the “Imagine Auburn” survey mentioned in the executive summary, additional questions can be added asking if residents think the Auburn brand is consistent with the Core Values. The results will help to evaluate the success of the rebranding strategy.

School Educational Program

Reasoning

Auburn prides itself on the arts community. A visual reminder of the Values will help cultivate awareness of them among students, who help influence the future of Auburn. The Auburn Residents Survey of 2014 indicated 25.9% of Auburn residents are under the age of 18, therefore by addressing schools over one-fourth of the city could be exposed in a relatively easy and low-cost manner (Auburn 2012 Resident Survey).

Reaching out to students has proven to be effective in other communities. For example, in nearby Kent’s Kentwood High School, a design competition was created by a shoe company. The shoes were intended to promote anti-bullying in school. The winning design was then put into production with a portion of the proceeds going to the school’s arts program. Students reported an increase of teamwork and interpersonal communication among each other during this campaign (Dinh 2012).

Also, Auburn itself is currently engaging in public education with schools on Earth Day. At Terminal Park Elementary School students had an assembly about the importance of the environment and they later created a banner together with ideas on how to care for the environment (City of Auburn Website).

FIGURE 4

Banner created by Terminal Park students after the Earth Day assembly.



Credit: City of Auburn

Implementation

We suggest that a representative from the city travel to select elementary schools and host an assembly to talk about the importance of the Values and how their adoption can make Auburn a better place – similar to assemblies Auburn hosted to celebrate Earth Day. Afterwards, students will work together to create a mural displaying what the values mean to their school.

We imagined two different styles of murals that could be created. One painted, for example, with handprints similar to the Earth Day banner in Figure 4. This would be more conducive for elementary schools since it is easier to create.

The second design consists of six inch square ceramic tiles. Each student would design a tile based on one of the value words, all tiles would then be combined and displayed. We suggest displaying a tile mural at the Auburn branch of the King County Library System to help reach members of the population beyond the school involved in the development. The City of Bellevue completed a similar project in 2003 with the Bellevue Arts & Crafts Fair. These tiles are now on display on 8th Street in Bellevue, Washington.

Additionally, we also suggest piloting the project at one school at each of the education levels (elementary, middle, and high school) first to determine the effectiveness of the program and to make adjustments before going across the district.

Future

If the pilot program proves to be successful, then in the long-run we suggest adding murals of either medium into all schools in Auburn and eventually into local parks and other public spaces. These values are meant to be part of the Auburn 2035 plan and therefore should continue to be introduced in new areas of the community.

Metrics of Success

After the on-site interaction with students, city representatives can return to the schools and survey students by asking them to list off as many of the Values as they can and explain the definition and impact of them. An indication of success would be if students are able to recall and correctly define the values.

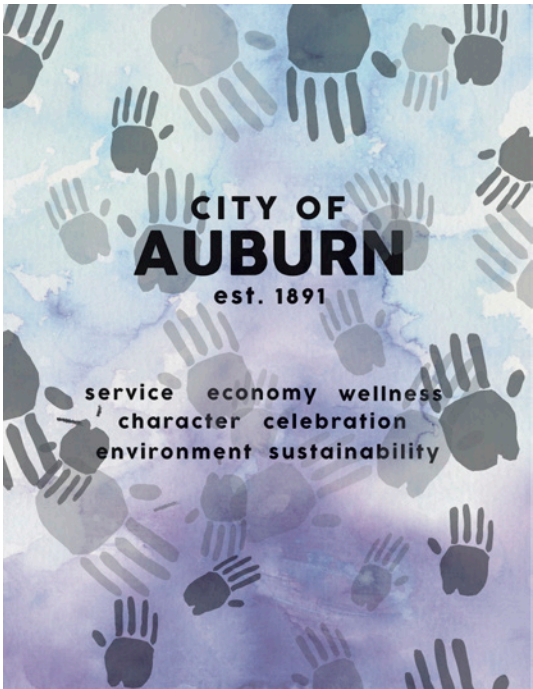


FIGURE 5

Example of the student generated handprint mural.

Credit: HuskyCreative member Aria Cha



FIGURE 6

Photo of tiles created by children at the Bellevue Arts & Crafts Fair in Bellevue, WA on 8th Street.

Credit: HuskyCreative team member Kim Purdue

Flag Banners

Reasoning

Flag banners are currently being used in downtown Auburn. During our visit, there were banners up honoring veterans in the community in honor of Veterans Day. We anticipate a large increase in exposure that citizens have to the values with the use of pennants because 57% of residents reported visiting the downtown area at least once a month and therefore have the opportunity to see the Values on display (Auburn 2012 Citizen Survey). Additionally, these will help reach the goal of making the values recognizable to people from outside Auburn.

Implementation

Below are some possible banner designs (see Appendix D) that could be displayed on the poles along Main Street in downtown Auburn. This could also be another opportunity to engage the arts community of Auburn by hosting a competition for the design and selecting numerous winners to be featured.

Future

We suggest these banners be implemented as soon as possible, since it is an option that will reach a large audience fairly easily. These can be hung year-round and swapped with seasonal ones, such as the Veterans Day pennants, as needed.

In addition to displaying them downtown, these banners can also be made into posters to be hung in schools and businesses in the Auburn area.

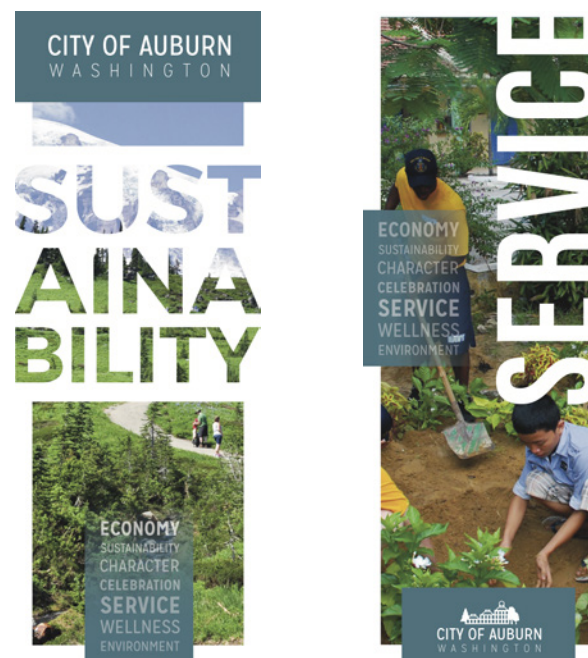
Metrics of Success

Since this is going to be in a public space, the best way to gauge success will be through the re-administering of the aforementioned survey. Questions can be added asking citizens if they've noticed the banners and what opinions they've formed or what relationship has been cultivated with the new banners. Recognition will be an indicator of success.

FIGURE 7

Sustainability displayed with the beautiful natural areas of the Puget Sound.

A flag banner to illustrate the Core Value service. Shown are students working to plan a garden.



Credit: HuskyCreative member Will Wilson

05 TIMELINE

The timeline outlines the potential scheduling of the primary strategies as well as the “future plans” section included in their description. With the exception of the rebranding project, all strategies will be continuous after their initial introduction.

Short-Term: One Year

- Phase 1: Approximately 3 Months
 - Internal: Employee onboarding
 - Internal: Decision rubric
 - External – Business: Partnership with local professional organizations
 - External – Resident: rebranding and creation of logo
- Phase 2: Months 2 – 7
 - Internal: Employee recognition program
 - Internal: Employee onboarding continues to all city departments
 - External – Business: Business recognition program
 - External – Residents: Pilot of educational programming
 - External – Residents: Flag pennant design competition

- Phase 3: Months 6 – 12
 - Internal: Employee recognition program extends to all city departments
 - External: Flag pennants displayed downtown
 - External: School murals at trial schools completed
- Phase 4: Months 9 – 12
 - Internal - Employee evaluation
 - External - Co-hosting of events with professional organization
 - External - Scholarship program with professional organization in progress
 - External - “Imagine Auburn” survey re-administered

Long-Term

- Two Years:
 - Educational programming in 40% of public schools
 - Internal employee recognition extended to community leaders
- Five Years:
 - Educational programming in 100% of public schools
 - Display for business recognition program created
- Ten Years:
 - Full adoption of internal strategies by Auburn businesses

06 CONCLUSION

The goal of this promotional marketing plan is to increase awareness of the City Values both internally to city employees and externally to Auburn residents and businesses.

To reach the internal employees we suggest: reformatting duties to be sorted by Values to provide tangible actions employees can follow, creating an employee recognition program, and designing an internal decision making rubric to aid City Council members in decision making and to increase transparency.

WE BELIEVE THAT BY FOCUSING ON BOTH INTERNAL
AND EXTERNAL AUDIENCES, A COMPREHENSIVE
ORGANIZATIONAL CHANGE IS POSSIBLE FOR THE CITY
OF AUBURN

For external residents, we recommend redesigning the Auburn logo to include the Values. Additionally, we recommend partnering with local professional organizations and introducing educational programming of the Values into the local schools.

We recommend that the city of Auburn follow the timeline laid out to help improve the well-being and unity of the community. We believe that by focusing on both

internal and external audiences, a comprehensive organizational change is possible for the City of Auburn.

We also believe that this will gradually increase community identity, safety, and overall enjoyment of Auburn. It is difficult to estimate what the numbers may look like in terms of evaluation but we suggest continuing the annual Auburn Citizen Survey and incorporating questions about the residents' ability to recognize the values and opinions they have formed about them.

A APPENDIX

JOB DESCRIPTION OF MAINTENANCE WORKER

1. Character: Developing and preserving attractive and interesting places where people want to be.

- Set up athletic fields.
- Prepare cemetery plots for burials; set headstones.

2. Wellness: Promoting community-wide health and safety well-ness.

- Install, maintain and repair sanitary sewers and/or water pipe; thread, cut and lay pipe for new lines; remove old piping; flush and remove debris and roots from sewer and drain lines.
- Assist in the maintenance and monitoring of pump stations.
- Fabricate traffic control signs.
- Safely mix and/or apply pesticides, herbicides and other chemicals to grounds and landscape.
- Set up and remove barricades, traffic cones or similar objects.
- Correctly and safely operate all equipment and tools used in assigned division.

3. Service: Providing transparent government service.

- Operate and/or drive various equipment and machinery including but not limited to: pickups, one yard loaders or less, tractors and implements, sign truck, pipe pusher, rollers, jack-hammers, air compressors, concrete saws, chains saws, all mowers except tractor mowers used to

cut right-of-ways, blowers, leaf machines, hand equipment, chippers, small power equipment, generators, sprayers and spreaders, forklifts, and V Box sanders.

- Perform minor mechanical repairs on such equipment.
- Maintenance Worker I - CDL workers shall be responsible for operation of dump trucks; paint trucks; and/or a combination of a single vehicle with a gross vehicle weight rating (GVWR) of more than 26,000 pounds, a trailer with a GVWR of more than 10,000 pounds if the gross weight rating of the combined vehicle(s) is more than 26,000 pounds, a vehicle designed to transport 16 or more persons (including the driver), or any size vehicle which carries placarding amounts of hazardous materials.
- Perform semi-skilled and general labor work in plumbing, electrical, mechanical, carpentry, painting, concrete work, welding, and general maintenance and construction work.
- Build forms and pour concrete; build catch basins and storm drains; lay asphalt and grade surfaces.
- Install water meters; repair fire hydrants; repair leaks and breaks in pipelines.
- Repair and replace items such as tires and belts; perform oil changes and lubricate vehicles.
- Maintain inventory control through a central stores system for Water, Storm Drainage, Sanitary Sewer, Street, Solid Waste, and Equipment Rental by posting materials according to inventory control number and quantity used; post incoming supplies and materials to correct inventory account; resolve discrepancies.
- Order and reorder materials; interface with sales personnel and vendors.
- Initiate work orders and repair orders for various divisions as required.
- Maintain accurate records of time and materials used in work.
- Read and follow blueprints and schematics.
- Maintain knowledge of construction surveying, reading hubs, cut sheets and using bench markers.
- Measure distance using a tape measure or calibrated instrument.
- Observe or monitor data, such as reading water meters.
- Regular, reliable and punctual attendance
- Due to internal and external customer service needs, incumbent must be able to work a full time schedule, on-site (appropriate City work sites).

- Works effectively under pressure and with frequent interruptions.
- Completes work and projects in a thorough and timely manner.

4. Economy: Encouraging a diverse and thriving marketplace for consumers and businesses.

- Interact courteously with other employees, utility customers, vendors and the public.
- Understands and follows directions from supervisor, posted work rules and procedures.

5. Celebration: Celebrating our diverse cultures, heritage, and community.

- Works courteously and effectively with public officials, citizens, contractors, vendors, developers, supervisor, and other employees, both in person and over the telephone; assisting them with a wide variety of information pertaining to City and department.

6. Environment: Stewarding our environment.

- Install, operate and maintain irrigation systems.

7. Sustainability: Creating a sustainable future for our community-

- Plant turf, trees and shrubs; seed lawns; prune trees and shrubs; perform various landscaping work; rake and blow leaves; apply pesticides, herbicides and other chemicals.

B APPENDIX

DECISION RUBRIC EXAMPLE FROM AUBURN'S CORE COMPREHENSIVE PLAN

Character:

There are a mix of small urban parks, natural areas, sports complexes, and community buildings that offer a full range of recreation service.

Wellness:

Parks are well advertised, maintained, and are safe locations during all hours.

Service:

Parks and park programming are accessible to all segments of the population.

Economy:

Our parks and natural spaces are one of the major reasons that businesses and residents site why they chose to locate here and why they choose to stay.

Celebration:

There are a mix of large and small parks that are being used for local, neighborhood, city-wide, and regional events.

Environment:

Parks, open spaces, and natural areas are designated, designed and maintained in a manner that respects the environment and natural setting.

Sustainable:

Park development and maintenance has an identified long term funding source that ensures that the system grows and improves.

C APPENDIX

ADDITIONAL LOGO SAMPLES

SAMPLE LOGO:
SECOND
ITERATION



SAMPLE LOGO:
THIRD
ITERATION



D APPENDIX

ADDITIONAL FLAG BANNER SAMPLES

The design for “Character” to highlight the “maintaing of public spaces” aspect of the Value mentioned in the Core Comprehensive Plan.

The flag banner created for “Economy” highlighting the desire to support local businesses and encourage new ones to develop.

Example of a flag banner to represent the value “Wellness.”



Credit: Will Wilson



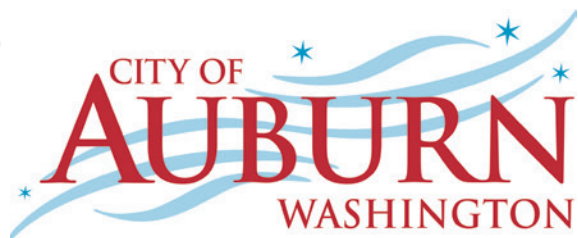
Credit: Will Wilson

The design created to illustrate “Celebration” specifically highlighting the arts community and diversity.

Example of a flag banner to represent the value “Environment.”

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