



## Public Works

December 29, 2015

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### Public Works

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To Whom It May Concern:

I first met Dorian Morgan in 2014 when UPPERCASE, Inc. was subcontracted to provide social marketing services for the Delaney Creek Water Quality Improvement Feasibility Study, which I managed. The study was conducted to analyze potential Best Management Practices (BMPs) to improve the water quality of an impaired creek located in Clair Mel City. Because nonpoint source pollution BMPs include social interventions and community acceptance is critical to implementing traditional structural BMPs, my organization decided to incorporate social marketing into the study. UPPERCASE, Inc. conducted extensive social marketing research to collect, compile, and evaluate information about the community using multiple tools and methods to achieve the best results.

Techniques included a windshield ethnography, social media ethnography, three focus groups, and a statistically significant survey research campaign in English and Spanish that garnered 475 responses. I attended the focus groups as a recorder. Dorian has the skill set and personality to put the residents at ease, so they felt comfortable sharing their views during the sessions. This led to lively discussions that she skillfully kept focused. I was equally impressed with the turnout of the survey research campaign. It exceeded the market standard by over 100 responses and provided us research data with a 95% confidence level and 4.45% margin of error. This is especially impressive considering the survey was distributed to a community with economic and educational challenges where completing a survey is not a high priority. I attribute the overwhelming response to the effort her firm put into engaging the community through her outreach efforts, which included setting up a community Facebook page. Her firm also worked closely with community members and leaders to discuss perceptions about the neighborhood and uncover the behaviors the residents are most willing to adopt to achieve the best positive outcome for the project.

Based on the results of the research and community feedback, UPPERCASE, Inc. provided a comprehensive social marketing strategic plan that outlines which behaviors my organization should target to achieve the biggest return on investment. The firm provided research-based suggestions on how to design a campaign for seven specific behaviors affecting water quality, and guidance on how to overcome barriers to effectively implementing the recommended BMPs.

I worked closely with Dorian and her team throughout the project and could not have been more pleased with their work. They stayed on track and on budget through the entire project, and there was no detail or aspect of the project to which they didn't fully dedicate themselves. Dorian and her team members demonstrated a strong work ethic. I could always count on receiving a quick and thorough response to all of my questions and concerns. The report she submitted at the completion of the project was well-organized, thorough, and professional looking. Dorian has also made herself available to assist me well after the project was completed. I look forward to working with UPPERCASE, Inc. on future projects, and I highly recommend this firm to others. I would be happy to provide additional information about my experience working with UPPERCASE, Inc.

Sincerely,

Wendy Grimes  
Environmental Specialist III  
Environmental Services Group