UNIVERSITY PLACE CITY COUNCIL
Special Council Meeting Agenda
Monday, August 10, 2015, 7:00 p.m.

Note: Times are approximate and subject to change.

Town Hall Meeting Room
3715 Bridgeport Way West

7:00 pm **1. CALL SPECIAL MEETING TO ORDER**

2. ROLL CALL

COUNCIL CONSIDERATION – (The following item(s) will require Council action.)

7:05 pm **3. STATE RECREATION & CONSERVATION OFFICE GRANT APPLICATION**
- **Staff Report**
- **Public Comment**
- **Council Consideration**

RECESS TO STUDY SESSION – (At this time, Council will have the opportunity to study and discuss business issues with staff prior to its consideration. Citizen comment is not taken at this time; however, citizens will have the opportunity to comment on the following item(s) at future Council meetings.)

7:35 pm **4. COMMUNICATIONS STRATEGY**

9:00 pm **5. ADJOURNMENT**

*PRELIMINARY CITY COUNCIL AGENDA

August 17, 2015
Regular Council Meeting

September 7, 2015
No Meeting Scheduled – HOLIDAY

September 8, 2015
Regular Council Meeting

September 21, 2015
Regular Council Meeting

Preliminary City Council Agenda subject to change without notice*
Complete Agendas will be available 24 hours prior to scheduled meeting.
To obtain Council Agendas, please visit www.cityofup.com.

American Disability Act (ADA) Accommodations Provided Upon Advance Request
Call the City Clerk at 253-566-5656

University Place
WASHINGTON

Memo

DATE: **8/7/15**

TO: City Council

FROM: Steve Victor, City Attorney
Todd Smith, Parks & Recreation Manager

SUBJECT: Grant Application to Washington State Recreation and Conservation

Introduction

At the meeting of August 3, 2015, the City Council studied, and based on insufficient information provided, rejected a Resolution authorizing the submittal of a grant application to Washington State Recreation and Conservation ("RCO") for funding for improvements to the Cirque Park ballfield, including an artificial turf surface and lighting.

The Mayor and Mayor Pro Tem requested that this matter return with full information for additional consideration on the special meeting of August 10, 2015. This Memo provides additional information for your review.

Background

A. Park Impact Fees

Park Impact Fees ("PIF") are authorized by RCW 82.02.090. The intent of Park Impact fees is to ensure that new development bears a proportionate share of the cost of capital facilities, including park facilities, necessary to accommodate additional population. The same statute also provides that PIF cannot be the sole funding of any capital improvement, but must be used in conjunction with grants or other funds. Many Washington cities have adopted a PIF ordinance. University Place first adopted a PIF ordinance in 1998.

Currently, the PIF fund contains $530,000.00. Primary contributors to that number were the Clearview Building in Town Center, and prepayment by the SHAG project to be developed on 27th Street. We anticipate an additional approximately $200,000.00 from the Latitude 47 Building next year. Apart from those large residential projects, individual home and subdivision development within the City generates approximately $40,000.00 per year in recent years.

B. Prioritization of Park Capital Projects

By City Ordinance, the Council approved a Park Capital Improvement Plan ("Park CIP") as part of the City's Capital Facilities Plan within the Comprehensive Plan. The Cirque Park Ballfield Improvement is included in the Park CIP. The projects are not specifically prioritized because of the State requirement that the expenditure of PIF funds be matched by other funds. Prioritization, therefore, is driven by the availability of grant or other match funds for a particular project.

RCO Grant for the Cirque Park Ballfield Improvement Project

A. Grant Process

The City's Recreation Department regularly monitors RCO grant opportunities for projects listed in the Park CIP. In April 2015, staff identified the opportunity to apply for a grant for the Cirque Park Ballfield Improvement project, and began to work with RCO on a submittal. RCO received a draft application for pre-submittal review in April, and returned that draft with comments in mid-July, with an August 14, 2015, submittal deadline as well as form of submittal resolution. Due to the time entailed in finalizing the application, the meeting of August 3, 2015, appeared to be the only opportunity for Council approval of the submittal resolution, necessitating the request to study and consider approving the submittal, but not acceptance of the grant, at the same meeting.

B. Grant Obligations

Should the Council approve the submittal of the application, and should RCO make the grant available and the Council accept it by subsequent resolution, the City would be bound by the following RCO requirement:

"Land or facilities renovated with these grants must be available for public youth or community athletic use for at least 20 years after RCO accepts the project as complete."

This means that the ballfield must be available for twenty years. It does not mean that if the artificial turf is not serviceable for twenty years that the City replace it with identical artificial turf, only that the ballfield must be maintained in usable condition.

C. Scope of Project and Artificial Turf Rationale

To make athletic field improvements to Cirque Park Ballfields by adding lighting to the baseball field and replacing the dirt infield of the softball field with artificial turf. By doing the improvements we will have a greatly enhanced sports complex with 2 lit ballfields and a safe, consistent, all weather infield playing surface on one field, which will increase availability and usage for our recreation programs, community park users and rental opportunities.

<u>Lighting to Baseball Field</u>

- By adding lighting to the baseball field we increase evening availability for baseball, soccer, lacrosse and football practices and games for youth, teens, and adults. Increase of over 500 hours of evening availability to our complex

- By adding lighting to the baseball field, giving us 2 lit fields, we increase the availability for evening field rentals which would increase revenue.

Artificial turf to the infield of softball field:

- Year round use (presently only April – November, when it doesn't rain)
- Not weather dependent (now anytime it rains it is un-usable and requires daily maintenance to try and make playable, to limit rain outs and game reschedules)
- Safer more consistent surface (Dirt infields are uneven, have holes, rocks, puddles, dusty, etc.)
- Reduction of field maintenance and preparation: Daily and annually (requires daily dragging and smoothing of surface, filling in holes, raking, chalking baselines, water management, field amendments)
- Reduction of maintenance supplies: herbicides, soil amendments, water, chalk
- Increased availability & usage by our recreation leagues and community (increase of games by elimination of rainouts, increase of practices)
- Increased tournament and private rentals which will increase revenue
- Less reliability on use of UPSD and outlying fields (less scheduling issues, and field conflicts)

BACK TO AGENDA

Business of the City Council
City of University Place, WA

Proposed Council Action:

Adopt a resolution authorizing the submission of an application for grant funding assistance to the State Recreation and Conservation Office for the Cirque Park Athletic Field Improvements Project No. 15-1394.

Agenda No:	3
Dept. Origin:	Parks & Recreation
For Agenda of:	August 10, 2015
Exhibits:	Resolution

Concurred by Mayor _____
Approved by City Manager _____
Approved as to Form by City Atty.: _____
Approved by Finance Director _____
Approved by Dept. Head _____

Expenditure Required: $475,000.00	Amount Budgeted: $475,000.00	Appropriation Required: $0.00

SUMMARY / POLICY ISSUES

The City's Parks Department is working on a project called Cirque Park Athletic Field Improvements Project #15-1394. Grant funding is available from the State Recreation and Conservation Office (RCO) for this Project, and City staff feel it would be in the best public interest for the City to apply for grant matching funding to assist in carrying out this Project.

The grant application (attached to the Resolution) sets forth the City's request for $237,500 from RCO, with a 50% match required from the City. These funds are available for use on this Project within the Parks/CIP budget.

RECOMMENDATION / MOTION

MOVE TO: Adopt a resolution authorizing the submission of an application for grant funding assistance to the State Recreation and Conservation Office for the Cirque Park Athletic Field Improvements Project No. 15-1394.

BACK TO AGENDA

RESOLUTION NO. ____

A RESOLUTION OF THE CITY OF UNIVERSITY PLACE, WASHINGTON, AUTHORIZING THE SUBMISSION OF AN APPLICATION FOR GRANT FUNDING ASSISTANCE FOR YOUTH ATHLETIC FACILITIES TO THE STATE RECREATION AND CONSERVATION OFFICE FOR THE CIRQUE PARK ATHLETIC FIELD IMPROVEMENTS PROJECT

WHEREAS, the City owns and maintains Cirque Park and its athletic fields for the benefit of the residents of University Place; and

WHEREAS, the City's Parks Department is working on a project called Cirque Park Athletic Field Improvements Project #15-1394 and desires to apply for grant matching funding to assist in carrying out this Project; and

WHEREAS, under the provisions of the Youth Athletic Facilities program set forth in WAC 286 and subsequent legislative action, state grant assistance is requested to aid in financing the cost of facility development; and

WHEREAS, the City Council considers it in the best public interest to complete the Project described above and as set forth in more detail in the grant application;

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF UNIVERSITY PLACE, WASHINGTON, AS FOLLOWS:

Section 1. Incorporation of Recitals. The recitals are hereby incorporated herein as if set forth in full.

Section 2. Submission of Grant Application Authorized. The City staff is hereby authorized to make formal application to the State Recreation and Conservation Office for grant assistance.

Section 3. Use of Funds. Any grant assistance received will be used for direct costs associated with implementation of the Cirque Park Athletic Field Improvements Project #15-1394.

Section 4. City's Matching Share. The City expects that its matching share of Project funding will be derived from its Parks/CIP account and that pursuant to WAC 286-13-040(3) the City must certify the available match at least one month before funding approval. In addition, the City is responsible for supporting all non-cash commitments to this Project should they not materialize.

Section 5. Grant Payable on Reimbursement Basis. The City acknowledges that the grant assistance, if approved, will be paid on a reimbursement basis, meaning the City will only request payment from the Recreation and Conservation Office after eligible and allowable costs have been incurred and payment remitted to its vendors, and that the Recreation and Conservation Office will hold retainage until the Project is deemed complete.

Section 6. Maintenance of Facility. The City acknowledges that any facility developed through grant assistance from the Recreation and Conservation Funding Board must be reasonably maintained and made available to the general public at reasonable hours and times of the year according to the type of area or facility unless other restrictions have been agreed to by the Recreation and Conservation Office Director or the Recreation and Conservation Funding Board.

Section 7. Project Dedicated for Public Outdoor Recreation Purposes. The City acknowledges that any facility developed with grant assistance from the Recreation and Conservation Funding Board must be dedicated for public outdoor recreation purposes, and must be retained and maintained for at least

twenty (20) years from the date of final Project reimbursement unless otherwise provided and agreed to by the Recreation and Conservation Funding Board.

Section 8. Resolution Part of Formal Application. This Resolution shall become a part of the formal application to the Recreation and Conservation Office for grant assistance.

Section 9. Public Opportunity to Comment on Application. The City has provided appropriate opportunity for public comment on this application.

Section 10. Completion of Transaction. The City Parks Department is authorized to take and execute any additional measures or documents that may be necessary to complete this transaction, which are consistent with the grant application attached hereto, and the terms of this Resolution.

Section 11. Effective Date. This Resolution shall be effective immediately upon adoption by the City Council.

ADOPTED BY THE CITY COUNCIL ON AUGUST 3, 2015.

_____
Denise McCluskey, Mayor

ATTEST:

_____
Emelita Genetia, City Clerk

APPROVED AS TO FORM:

_____
Steve Victor, City Attorney

COUNCIL BILL

University Place
WASHINGTON

Memo

DATE: **July 31, 2015**

TO: City Council

FROM: Linda Seesz, Communications/IT Manager

SUBJECT: Communications Strategy Study Session

Since 2012, University Place has grappled with potential changes in how we provide information about City activities and services to those we serve. The City has historically used three primary means of making information available and disseminating it to residents: the City's website; the self-created, commercially-printed and direct-mailed University Place Headlines newsletter; and UPTV.

Background

During the five meetings since 2012 in which the Council has studied City communications, questions about communication methods, effectiveness and cost have been continually discussed. Today, the City's communication functions continue to operate within the 2015-2016 biennial budget, which allows for an essentially status quo continuation of the City's website, the University Place Headlines, and UPTV, with the addition of some social media communication.

More recently as part of budget discussions, the prospect of eliminating all communications activities was also raised. Over the course of Council budget meetings and communication-specific meeting topics in 2014, it appears to staff that the elimination of all communications in the next biennial budget does not appear to have support. In addition, after much discussion, it appears that the website, UPTV, and the recent City forays into social media are supported.

The Council discussion has focused primarily on the City's self-published U.P. Headlines. Specifically, whether it should continue as-is or be replaced by some sort of public-private publication, or whether a hard-printed news publication should be eliminated entirely. In order to resolve those questions, staff has undertaken an array of measures to gather relevant information.

Consulting with Consultants

We consulted with JayRay, a highly regarded local communications firm with both public and private sector clients, as well as Seattle University Professor of Strategic Communications, Barry Mitzman, who formerly worked in communications for Microsoft, among others. Their reports are attached, but are easy to sum up in substance. A mix of digital media (website/social media), television, and

hard print newsletters remains a state of the art communications package. So maintaining the website, UPTV, social media activity and some form of printed news will ensure that the City communicates effectively, through the next biennium, and likely through the end of the decade.

The Request for Proposals

Because the newsletter has been the focus of the greatest Council debate for at least the last year, staff developed and issued a formal City News Services Request for Proposals seeking an alternative to the U.P. Headlines from the private sector. We received three very good proposals, which were reviewed at a prior Council meeting. At that meeting, the Council asked a number of questions of the proposers which were forwarded to them, and we received responses which are also attached. The dollars and details of each proposal are summarized in the attached table. The proposals are valid through the end of August.

Staff Recommendation and Request to Council

Recommendation

After listening carefully to more than a year of Council discussion on communications, considering the expert consultant input, and after reviewing the private sector proposals, staff recommends that the City Council maintain all components of the City's current communications program (website/social media, UPTV, printed news) at approximately the same level of funding, through the next biennium.

Request to Council

With the recommendation that a hard-printed news publication remain part of the City's communications package, staff are seeking Council direction as to which, if any, of the private publication proposals merit final Council consideration for contract. The proposals are very close in dollars and in general parameters. Each also has unique attributes. Because this has been a subject of such intense interest by Council for at least the last three years, staff is seeking further direction on this issue.

From tonight's study, staff is seeking direction whether to proceed with developing an agreement with one of the three proposers to the City News RFP for City Council consideration at the meeting of August 17. Because this is a preliminary matter, Council may vote during this study session to determine whether any of the three proposals have majority support. If none of the proposals enjoy majority support, or no agreement is ultimately approved before the expiration of the private proposals, staff will include the status quo U.P. Headlines as part of the communications package for Council consideration in the 2017-2018 budget.

BACK TO AGENDA

Communications Strategy through December 2016

Option A

U.P. Press Newspaper

Biweekly - 26 issues/year	*$48,000
Every 3rd week - 18 issues/year	$41,400
Every 4th week - 13 issues/year	$32,500

Two tabloid sheets in larger newspaper mailed

Facebook	$600
Parks & Rec; NEW: General City Account	
Twitter	$300
General City Account	
Website	$2,400
Enhanced: Online suggestions; RSS.	
E-Newsletters	$600
Senior Center & Economic Development	
UPTV	$61,025
45 Videos a Year	

$112,925

Option B

"Extra" / TNT Insert

Bimonthly - 6 issues/year	*$48,487
Monthly - 12 issues/year	$56,215
Possible increase in distribution	+$7,728

Eight-page tabloid inserted & mailed

Facebook	$600
Parks & Rec; NEW: General City Account	
Twitter	$300
General City Account	
Website	$2,400
Enhanced: Online suggestions; RSS.	
E-Newsletters	$600
Senior Center & Economic Development	
UPTV	$61,025
45 Videos a Year	

$113,412

Option C

U.P. Magazine

Bimonthly - 6 issues/year - Total cost	*$95,622
Minus estimated net revenue	$82,500
Estimated net cost	*$13,122

32-page full color glossy magazine mailed

Facebook	$600
Parks & Rec; NEW: General City Account	
Twitter	$300
General City Account	
Website	$2,400
Enhanced: Online suggestions; RSS.	
E-Newsletters	$600
Senior Center & Economic Development	
UPTV	$61,025
45 Videos a Year	

$78,047 to $160,547

Option D

"Headlines"

Bimonthly, 12 pages - 6 issues/year	*$46,992
Monthly, 4 pages - 12 issues/year	$86,400

4 to 12-page 1-spot color newsletter mailed

Facebook	$600
Parks & Rec; NEW: General City Account	
Twitter	$300
General City Account	
Website	$2,400
Enhanced: Online suggestions; RSS.	
E-Newsletters	$600
Senior Center & Economic Development	
UPTV	$61,025
45 Videos a Year	

$111,917

***Totals based upon these costs. Current annual budget is $140,400.**

University Place WASHINGTON

STAFF REPORT

Responses from vendors to Council/Staff questions

Pierce County Community Newspaper Group

1. How frequently would a front-page color spot be available? How much space would it be?

Front-page color spot could be available every issue. We could include it in the header for the front page at no extra charge, 3 columns by 3 inches, or 6 columns by 3 inches at the bottom of the page, at a discounted rate of $324.00 per issue.

2. Could the University Place Press edition run less frequently, say 13 or 18 issues instead of 26? What would that cost be and how would you suggest that be implemented?

Yes, at 13 issues your rate would be $2,500.00 per issue. At 18 issues your rate would be $2,300.00.We would also provide the City with editorial staff at no extra charge to help with content.

3. Will the City's content be the only content on the City pages? If not, what will be the other content on the City pages? If there is other content, will the City have any control or voice in what it will be?

The City pages would contain only City content. The City can also use its City pages for advertising, posting notices, employment opportunities and any other content the City chooses.

Please note that our original proposal was in error. Our total circulation will be 22,000, which breaks down to 18,500 in-home delivery and 3,500 in newsstands. Also, the newspaper will have its own dedicated website, www.unversityplacepress.com, with content being the entire newspaper, including the City pages, with daily tweets and social networking. The City will have the ability to interact with website at no extra charge.

STAFF REPORT

Responses from vendors to Council/Staff questions

The News Tribune

1. The 11,500 readers noted on the proposal at the top of page 4 (7,943 Extras and 3,503 98466/67 subscribers), are they separate and distinct groups of people or is there overlap in delivery (homes which receive Extras and regular delivery)?

These are separate audiences as our Extra publication is sent exclusively to non-subscribers and our daily paper is to subscribers. There would not be overlap in the distribution between these two publications.

2. The City normally delivers to 18,500 households/businesses. Your proposal includes delivery to 11,500. On page 5 of your proposal you note in Additional Opportunities that an increase to surrounding areas includes other zip codes. Is there any way to include the other 7,000 that aren't noted in the 11,500 proposed in the 98466 and 98467 areas?

We could definitely increase distribution by adding surrounding areas. As we distribute based on zip code, there is some variance in the total number that we would be able to reach. For example, if you added neighboring 98405, this would increase your distribution to 18,784. If you added 98498 (instead of 98405) your total distribution would be around 19,995. We have a mapping system in which I'm happy to sit with you and demonstrate the various options with you to get you to your goal household number.

Also, to clarify - are you asking if there is a way to identify the 7000 households that are not covered by our list (within 98466 and 98467) and send to them as well? If yes, this may be possible but would require deeper investigation. Let me know if this is what you are intending (versus simply adding additional zip codes) and I'll reply back with an answer by Monday.

3. The fee structure includes $30,000 for native advertising and $7,200 for digital display ads. Must these be included or could we choose to eliminate that section?

It is not necessary to include these items, but is encouraged. The benefit of native advertising is that is provides and additional platform for you to disperse your community information. Through advanced targeting we are able to pinpoint a hyperlocal audience and offer them a digital solution for receiving and consuming your article content as well ad an opportunity to further drive them back to your site for more information. Though native advertising, we are able to further present and establish the City of UP as a credible and expert source of local community information.

The additional digital display advertising components we proposed with the intention of using those ads to communicate the availability of your newsletter and prompt users to navigate to your site to download a digital copy. Again, not a necessary inclusion, but highly recommended as a way to extend the breadth of your audience and increase the volume of individuals receiving your newsletter.

4. If we choose not to do native advertising and digital display ads, will the insert still be made available online? If so, is there additional cost?

Yes, the insert will be available online as a downloadable PDF for no additional cost (we could host on our site, but would recommend that this is hosted on your site so we can drive the traffic directly to you).

5. What is the actual size of the insert in terms of physical page size? Can we obtain an example in hard copy?

The page size is 11.25 x 11 inches. I have a sample hard-copy I can send you. You can also get a feel for the space/pages here
- http://specialsections.thenewstribune.com/SS/Page.aspx?ptype=SS_TILE&secid=153740&pagenum=1&facing=false

Note, this is a special section that we sent out earlier this week - the form and function of your insert would be the same as this (8 pages, tabloid format, center folded insert on high-bright newsprint), however all of the content would feature your article/newsletter content and any images you wanted to include.

6. Are there any advertisements or other materials in the insert or will the content be completely provided by the City? If there is other content, what will it be? Will the City have any control or voice in what it will be?

This insert is exclusive to the City of UP and the article content that you'd like to include, so there is no additional advertising included. As the content would be provided by you, you will have input into the voice of the insert.

STAFF REPORT

Responses from vendors to Council/Staff questions

Philips Publishing Group

1. **Please provide an estimate of the costs for a freelance editor. If possible, provide as an example the costs other entities are currently incurring for this service.**

Costs for the freelance editor are $3,000 per issue, and included in the pro forma originally submitted (again attached). We have engaged Brett Davis, former UP Journal staff writer and Peninsula Gateway reporter for the job. We have similar contracts at similar rates with freelance editors currently providing editorial content for our four visitor publications, though all of our city magazines use city-generated editorial rather than using freelance editors to generate editorial.

My recommendation would be to have Brett under contract to Philips, but reporting directly to you, such that you can be assured that the editorial content of the magazine is EXACTLY as you want it to be. City-controlled editorial is what makes our proposal unique—and it makes it uniquely valuable to the City of University Place. You own the magazine. You control the editorial content. You control the advertising content.

2. **In the event there's not enough revenue, how does the expense sharing work?**

If revenue for a specific issue is not sufficient to cover the costs, the City of University Place can elect to not publish the issue, delay publication to such time as revenues are sufficient to cover costs, or move forward with publication at a loss.

If the city elects to move forward with publication where revenues are not sufficient to cover costs, the city is responsible for covering the short fall. However, the city will be made whole from revenue in subsequent issues, before Philips participates in any profit split.

For example: if issue #1 has a short fall of $1,0000, and issue #2 falls short by $500 and issue #3 has a profit of $2,000, the city will be paid $1,500 from issue #3 to cover the shortfall from issue #1 and #2, before then splitting the remaining $500 profit evenly between Philips and the City.

3. **How well did implementation of a magazine operate with other cities; did they meet goals as expected? How closely did your initial estimate of revenue compare to the actual revenue? Please provide documentation which supports this for other cities where this product has been implemented.**

Our revenue and expense projections have been progressively more accurate for our other city publications as we develop the model and our expertise in providing the city-owned magazine product. The exception has been Lynnwood. For Lynnwood we only publish a recreation guide, and we have some restrictions on the type of advertising we can accept that make revenue generation more challenging. That said, the client is very happy with the product and we are moving into our 3rd year of publication of the Lynnwood Recreation Guide.

I hesitate to share more specific financial information for our other clients without their express consent, but they have all offered to speak with you about their relationship with Philips Publishing Group.

Attached please find contact information for our other city clients. They are prepared to answer more specific questions about financial performance, the quality of the product, and the reception of the product by the community and city residents.

4. **Could the magazine be produced more frequently; for example, six issues instead of four? If so, please provide estimated financials for such a scenario.**

The magazine can be produced as often as you'd like. Attached is a draft financial entitled "University Place 6X frequency" with financials for the 6X scenario.

5. Will the City have any control or voice in the decision of advertisements included in the magazine?

The city has ultimate control over ALL aspects of the magazine: editorial and advertising. Our model has the city owning the magazine. City ownership gives you ultimate control, and it gives the magazine a credibility and authority that 3rd party publications don't have.

In city-owned magazines, advertising support is greater than in private 3rd party magazines, and community engagement is also greater.

Case-in-point: The city of Normandy Park found that 87% of residents report City Scene magazine as their primary or sole source of information about the city. City-owned magazines work because they are perceived as being more credible and authoritative sources of news about the city than 3rd party publications, blogs and other media. City control also reflects well on the city administration. The city-owned magazine is perceived by the community as being a proactive communication tool to engage the community. As the city, you only get that if you own the magazine, and only the Philips Publishing Group model offers the city ownership and control of all aspects of the magazine.

We believe that our city magazine model is particularly well suited to the needs of University Place, Linda. I trust that I have answered completely the questions you have provided me, but I am always happy to provide more detail—in writing or in person—to ensure that you and your colleagues are clear about the benefits of our proposal. I am also happy to make accommodations to what I've proposed to address any concerns or take advantage of opportunities that are unique to University Place. Don't hesitate to contact me with any other questions you may have.

I look forward to working with you on a four-color glossy magazine that you and your residents will be proud to call your own!

STAFF REPORT

Pro Forma
2015-2016
19,000 copies printed
6-times per year

	YEAR 1 1st issue	2nd issue	3rd issue	4th issue	5th issue	6th issue	1-year budget
Mail Date	TBD	TBD	TBD	TBD	TBD	TBD	
Pages	32	32	32	32	32	32	
Advertising Sales	$ 12,000.00	$ 15,000.00	$ 17,000.00	$ 20,000.00	$ 22,000.00	$ 24,000.00	**$ 110,000.00**
Ancillary Revenue							**$ -**
							$ -
Total Revenues	$ 12,000.00	$ 15,000.00	$ 17,000.00	$ 20,000.00	$ 22,000.00	$ 24,000.00	**$ 110,000.00**
							$ -
COGS							**$ -**
Media kit							**$ -**
Layout and Design @ $125 per page	$ 4,000.00	$ 4,000.00	$ 4,000.00	$ 4,000.00	$ 4,000.00	$ 4,000.00	**$ 24,000.00**
Printing (excluding mailing)	$ 4,778.00	$ 4,778.00	$ 4,778.00	$ 4,778.00	$ 4,778.00	$ 4,778.00	**$ 28,668.00**
Mailing	$ 475.00	$ 475.00	$ 475.00	$ 475.00	$ 475.00	$ 475.00	**$ 2,850.00**
Postage (est for 18,500 households.)	$ 2,497.00	$ 2,497.00	$ 2,497.00	$ 2,497.00	$ 2,497.00	$ 2,497.00	**$ 14,982.00**
Editorial Costs	$ 2,000.00	$ 2,000.00	$ 2,000.00	$ 2,000.00	$ 2,000.00	$ 2,000.00	**$ 12,000.00**
Flip Book	$ 187.00	$ 187.00	$ 187.00	$ 187.00	$ 187.00	$ 187.00	**$ 1,122.00**
Advertising Sales Commission @ 25%	$ 3,000.00	$ 3,750.00	$ 4,250.00	$ 5,000.00	$ 5,500.00	$ 6,000.00	**$ 27,500.00**
Administration	$ 2,000.00	$ 2,000.00	$ 2,000.00	$ 2,000.00	$ 2,000.00	$ 2,000.00	**$ 12,000.00**
Total Expenses	$ 18,937.00	$ 19,687.00	$ 20,187.00	$ 20,937.00	$ 21,437.00	$ 21,937.00	**$ 123,122.00**
Revenue After Expenses	**$ (6,937.00)**	**$ (4,687.00)**	**$ (3,187.00)**	**$ (937.00)**	**$ 563.00**	**$ 2,063.00**	**$ (13,122.00)**

running profit (loss) total	**$ (6,937.00)**	**$ (11,624.00)**	**$(14,811.00)**	**$(15,748.00)**	**$(15,185.00)**	**$ (13,122.00)**

Pro Forma
2015-2016
19,000 copies printed
6-times per year

	YEAR 2 1st issue	2nd issue	3rd issue	4th issue	5th issue	6th issue	2-year budget
Mail Date	TBD	TBD	TBD	TBD	TBD	TBD	
Pages	32	32	40	40	40	40	
Advertising Sales	$ 24,000.00	$ 26,000.00	$ 28,000.00	$ 30,000.00	$ 32,000.00	$ 34,000.00	**$ 284,000.00**
Ancillary Revenue							**$ -**
							$ -
Total Revenues	$ 24,000.00	$ 26,000.00	**$ 28,000.00**	**$ 30,000.00**	**$ 32,000.00**	**$34,000.00**	**$ 284,000.00**
							$ -
COGS							**$ -**
Media kit							**$ -**
Layout and Design @ $125 per page	$ 4,000.00	$ 4,000.00	$ 5,000.00	$ 5,000.00	$ 5,000.00	$ 5,000.00	**$ 52,000.00**
Printing (excluding mailing)	$ 4,778.00	$ 4,778.00	$ 6,700.00	$ 6,700.00	$ 6,700.00	$ 6,700.00	**$ 65,024.00**
Mailing	$ 475.00	$ 475.00	**$ 475.00**	**$ 475.00**	**$ 475.00**	**$ 475.00**	**$ 5,700.00**
Postage (est for 18,500 households.)	$ 2,497.00	$ 2,497.00	**$ 2,497.00**	**$ 2,497.00**	**$ 2,497.00**	**$ 2,497.00**	**$ 29,964.00**
Editorial Costs	$ 2,000.00	$ 2,000.00	$ 2,000.00	$ 2,000.00	$ 2,000.00	$ 2,000.00	**$ 24,000.00**
Flip Book	$ 187.00	$ 187.00	**$ 187.00**	**$ 187.00**	**$ 187.00**	**$ 187.00**	**$ 2,244.00**
Advertising Sales Commission @ 25%	$ 6,000.00	$ 6,500.00	**$ 7,000.00**	**$ 7,500.00**	**$ 8,000.00**	**$ 8,500.00**	**$ 71,000.00**
Administration	$ 2,000.00	$ 2,000.00	$ 2,000.00	$ 2,000.00	**$ 2,000.00**	**$ 2,000.00**	**$ 24,000.00**
Total Expenses	$ 21,937.00	$ 22,437.00	**$ 25,859.00**	**$ 26,359.00**	**$ 26,859.00**	**$27,359.00**	**$ 273,932.00**
Revenue After Expenses	**$ 2,063.00**	**$ 3,563.00**	**$ 2,141.00**	**$ 3,641.00**	**$ 5,141.00**	**$ 6,641.00**	**$ 10,068.00**

running profit (loss) total	**$ (11,059.00)**	**$ (7,496.00)**	**$ (5,355.00)**	**$ (1,714.00)**	**$ 3,427.00**	**$10,068.00**

STAFF REPORT

Philips Publishing Group: City Magazine References

"We enjoy working with Philips Publishing in the production of our **Auburn Magazine.** *Their designers and production staff are gracious and accommodating, and they are candid and straightforward in the way they treat their clients—and our residents!"*

Dana Hinman
Public Affairs Manager
City of Auburn
(253) 931-4009
dhinman@auburnwa.gov

"Philips Publishing Group has proven to be an excellent partner in the publication of our **Normandy Park City Scene Magazine.** *The magazine is well received by resident and retailers. It has become an integral and effective element of the city's communications strategy."*

Bob Jean
(Former) Interim City Manager
City of Normandy Park
(253) 205-7847
bjeaninUP@gmail.com

"Philips Publishing has been an innovative partner in the development of the new Lynnwood Recreation Guide. Their staff is imaginative, professional and so easy to work with."

Sarah Olson, MPA
Deputy Director
Parks, Recreation & Cultural Arts Department
City of Lynnwood
(425) 670-5503
solson@ci.lynnwood.wa.us

"Philips Publishing Group has published our **Des Moines City Currents** *for three years. They have virtually eliminated our costs to communicate with residents, and provide a high-quality, well regarded magazine that we are proud to have our name on!"*

Tony Piasecki
City Manager
City of Des Moines
(206) 870-6550
TPiasecki@desmoineswa.gov

STAFF REPORT

CURRENT COMMUNICATION PRACTICES BY MAJOR U.S. BUSINESSES FOR SHARING INFORMATION WITH EXTERNAL GROUPS

July 24, 2015

Frequently used communication channels

Major corporations today face an explosion in available communication channels for sharing information. To use their resources effectively, most businesses focus their communication programs on a few key channels. Among the most common are:

- **Websites**
  Most businesses use a website as an electronic front door with an "about" section, news and updates, and branded graphics and messaging. Some have multiple websites, including versions optimized for mobile devices, as well as apps. Making content available 24/7 on the web reduces inbound phone calls and reduces the need for printed materials. Firms regularly track the source of visits to their site, specific pages they visit and how long they stay, allowing firms to revise their site to increase desired user activity.

- **Social media**
  Across industries, businesses have added social media to their mix of channels. People are on social media an average 1.72 hours per day, according to a recent study by GlobalWebIndex. Most commonly used are Facebook (with 900 million unique monthly visitors) and Twitter (with 310 million unique monthly visitors), with Instagram and Pinterest becoming increasingly popular in specific industry segments. Participating in social media allows businesses to interact with customers and stakeholders where they "hang out," to engage in real-time informal exchanges and to track the level of engagement. Social media also provides a fast, controlled way to respond to or address complaints or issues.

- **Enewsletters**
  The relative low cost and speed of publishing electronically has given rise to electronic newsletters while the use of printed and mailed newsletters has declined. Email platforms allow businesses to track how many emails were delivered and opened, and the number of recipients who took action by following a web link or replying. In addition, digital newsletters allow you to embed video.

- **Annual reports**
  Most businesses produce some sort of annual report to share highlights of the previous year. The content may cover financial and operational performance, social responsibility activities, environmental stewardship metrics or community benefit. These reports are usually provided online and may also be printed for limited distribution.

- **Presentations**
  The use of in-person presentations continues to be an element of most communication programs, especially for executives communicating with shareholders, industry leaders and other influential stakeholder groups. Presenters frequently use electronic slides and/or video.

- **Media relations**
  Almost every major corporation continues to have a media relations function that includes distributing news releases electronically as well as engaging in proactive and reactive exchanges with members of the news media, including bloggers.

Trends in the use of communication channels

- **Fewer words, more visual**
  Americans skim, rather than read. Informational content is often presented in bullet form. Corporations communicate increasingly with simpler and fewer words and in images, icons, photos and video. According to a recent Ragan Communications article, visuals are processed 600,000 times faster than text, and content with visuals receives 94 percent more online views. Narrative is often informal with the corporation presented authentically and humanly. Videos are increasingly popular and shorter than ever. Storytelling is the norm.

- **Content integrated across channels**
  Businesses regularly create content with the intent that it will be shared electronically across the informal networks of its employees, customers, fans and stakeholders, extending the reach of their message. About 91 percent of business-to-business marketers now share content across channels, according to the Content Marketing Institute. Organizations develop content management plans to coordinate dissemination of consistent messages across all of their online and offline channels.

- **Branding is pervasive**
  Major corporations have embraced the discipline of branding summarized in their distinctive brand guidelines. Brand guidelines frequently prescribe logo use, colors and graphic treatment and basic messaging that conveys the organization's position in the marketplace as well as its brand personality and promise. They apply branding to all internal and external communications and often design how customers and stakeholders experience the brand in every interaction with the organization.

- **Reputation monitoring**
  Large corporations continuously monitor online mentions of their organizations, executives and products to gauge threats to their reputation and follow pre-existing protocols to address them. Monitoring also makes it possible to demonstrate concern for and responsiveness to key stakeholders quickly, limiting damage.

- **Digital dominates but print persists**
  While use of digital channels has ballooned, as evidenced by the above list, nearly 50 million people in the United States do not use the Internet according to a study by McKinsey & Company. For this reason, the use of print materials persists. This is especially true for reaching stakeholder segments less likely to go online (such as people who do not speak English or older seniors), for times when it is vital to reach everyone in a group (such as during a product recall), or for content to be referenced over time (such as a calendar of events).

How businesses choose communication channels

- **First, the purpose**
  Sophisticated corporate communication programs are built around measurable objectives based on the business purpose. Organizations focus on how communications will influence or support a business metric. Communications' contribution may be related to overall reputation among stakeholders or degree of understanding and support of the organization or its position. Businesses are increasingly tracking communication performance through research.

- **Consider experience**
  The starting point for many corporations is to consider which communication channels are already in place and are working. Firms use stakeholder surveys and performance data, especially digital analytics, to analyze and optimize channels.

- **The nature of the content**
  Large corporations match the nature of their content with the appropriate communication channel or channels. Some content requires physical distribution and is best mailed. Some is sensitive and is best shared face-to-face. Some is highly complex and benefits from a multi-media demonstration. Some content requires special handling because it is transactional, confidential or time sensitive.

- **Determine who**
  Businesses analyze their communication channels for their ability to reliably reach the intended stakeholders. An electronic newsletter is not appropriate if an email list is not available or you must reach visually impaired customers. Businesses often use multiple channels to increase the reach of their message. For example, electronic newsletters are often promoted on Facebook and Twitter and posted on the organization's website. A limited number of printed newsletters are available for handing out at meetings or adding to brochure racks to reach the intended stakeholders where they are likely to visit.

- **Cost**
  A true cost analysis includes staff time as well as hard costs for creation and maintenance of the communication channel. Large corporations have found that a comprehensive accounting of costs sometimes yields surprises, such as the time to maintain and monitor social channels, clean email lists, refresh content, update websites and secure the necessary internal approvals before distribution.

PUBLIC RELATIONS TRENDS AMONG LEADING NORTHWEST COMPANIES

A Report to the City of University Place

Barry Mitzman
Professor of Strategic Communications
Seattle University

The Pacific Northwest's largest and best-known companies have rapidly evolved their public relations tactics in recent years. They've had to, to keep pace with fundamental changes in how people receive and use news and information. This report summarizes the most notable PR trends among these companies and in PR generally, with a special emphasis on trends relevant to the public information efforts of the City of University Place.

To quickly assemble this report, I drew on my prior familiarity with PR trends as a strategic communications teacher and consultant; briefly surveyed recent online articles and blog posts on PR trends; perused online communications of the City of University Place; and examined the online newsrooms and social media presence of ten leading Northwest companies:

Alaska Air	Boeing	Expedia	Nike	Starbucks
Amazon	Costco	Microsoft	Nordstrom	Weyerhaeuser

This report does not examine current communications initiatives or strategies at the City of University of Place, nor make recommendations to the City. These are outside the scope of work the City requested.

Three broad PR trends are apparent among the Northwest's leading companies. In summary, the companies are emphasizing and investing more in mobile communications, social media, and content marketing, especially through video. Companies appear to be placing somewhat less emphasis on reaching stakeholders through company websites and through media relations, although these continue to play important roles.

Trend #1: Going Mobile

Nearly two-thirds (64 percent) of American adults now own a smartphone, up from 35 percent in 2011, according to surveys by Pew Research. One in five Americans rely on their smartphones as their primary means of going online. To reach smartphone users, leading companies are adapting in at least two important ways that may be relevant to the City.

Companies are designing their web pages to display on the narrow screens of iOS (Apple) and Android mobile devices. This can involve significant redesign, more than provided by automatic content scaling. The best narrow layouts are custom-made by the Web developer. Besides fitting the site into a narrower region, this also may require changes to image sizes, reordering of content, alternative tools for site navigation, or other changes.

Increasingly, rather than create a separate web design for mobile, leading companies are letting mobile design principals determine the look of their PC webpages. This often means larger images and simpler layouts. For example, compare the Microsoft.com home page for PCs in 2011 *(Fig. 1)* with the current one in July 2015 *(Fig. 2)*. Note how the latter, with its much simpler layout and super-graphic, adapts well to an iPhone *(Fig. 3)*.

The same trend toward mobile-friendly simplicity is evident at Weyerhaeuser *(Fig. 4 & 5)*. The trend favors vertical graphics and horizontal banners that can be cropped left and right to retain

about the same vertical screen size on a smartphone. At cityofup.com *(Fig.. 6)*, the home page photo of Chambers Bay makes an attractive banner on a PC but does not lend itself to cropping and therefore suffers as it shrinks on a smartphone.

Leading companies increasingly are using mobile apps to engage with customers and other stakeholders and provide them with services. Companies are not abandoning their websites, but shifting their focus because mobile apps can provide a more elegant and trustworthy user experience on mobile devices. Also, because consumers can access mobile apps on the go, wherever they are. And there's a competitive advantage in having an app icon permanently residing on smartphone screens, accessible with just a finger tap.

Apps are increasingly important not only to e-commerce leaders (such as Amazon and Expedia) but also to more traditional consumer-facing companies. Nordstrom has three shopping apps. Last spring, Alaska Air launched an app for the Google Watch within days of its wide release.

Apps are part of the outreach efforts even of companies that do not market directly to consumers. Boeing has produced 15 iPad apps. Most are for use by pilots and maintenance technicians, but they include Boeing Milestones, a "digital coffee table book" on the company's history, and Boeing Current Market Outlook, its long-term forecast of air traffic volumes and commercial airplane demand.

Governments have moved many public services online, and some can be accessed via a smartphone browser. Some public-sector IT leaders recommend thoroughly optimizing websites for mobile as a better, more feasible investment than developing apps would be. But citizens may increasingly expect the greater efficiency and security of services, public as well as commercial, via mobile apps.

So far, few governments have done much more than experiment on the margins, but some of these experiments suggest intriguing possibilities for the future. One example: the City of Boston has fielded an app called Street Bump, which allows volunteer drivers to send the City information about road conditions, Data is transmitted automatically, using a smartphone's accelerometer and GPS feature. If the app catches on, repeated reports of pot holes could alert road maintenance crews.

Locally, Pierce County offers four apps for the iPad and iPhone: tools for checking election returns, reporting emergencies, finding out what's available at farmers' markets, and watching videos from Pierce County TV. In King County, Metro Transit offers an app for trip planning. Washington's Secretary of State has produced six apps for accessing the state library and looking up charities and business registrations.

Trend #2: Engaging via Social Media

Like mobile apps, social media are sapping some of the energy that companies have previously invested in their own websites. E-retailers aside, few leading Northwest companies have enjoyed great success in drawing heavy traffic to their sites. They are compelled to go where the people are – for now, primarily to Facebook, Instagram and Twitter.

Some companies are advertising on these platforms, but online advertising tends to be seen as inefficient and not a means to truly engage with stakeholders. For that, all companies are working to attract followers for their own social media pages and feeds. Engaging stakeholders in conversations on these platforms (or other online forums) provides three primary benefits for

companies. It offers an additional, cost-effective channel for reaching stakeholders. It allows a company to monitor and respond to what's on stakeholders' minds. And it deepens stakeholders' attachment to the company and the community that assembles around it online.

Among leading Northwest companies, Nike probably is the most sophisticated and successful in its use of social media. With more than 20,000 tweets, Nike's Twitter feed has attracted more than 5 million followers; its Instagram feed has nearly 19 million followers; and its Facebook page has attracted more than 22 million likes. Social media serve to connect Nike with millions of consumers around the world in a way that would be virtually impossible, and impossibly expensive, any other way.

But building an online following imposes on companies a new obligation to be interesting. They must create content that people want to view, comment on and share. This has implications that constitute a trend in itself, not confined to social media: a trend toward content marketing, especially the use of video (see below).

Leading companies employ teams, often large ones, to manage social media. But too many other organizations regard social media as a free lunch. They establish a Facebook page, for example, without much thought to how they want to use it, who will manage it or where the content will come from. Or they expect staff to manage social media, without additional resources, on top of everything else they are doing. This tends to result in orphaned pages and feeds. Impoverished and stale, they attract few likes or followers.

Effectively managing social media requires a significant investment of time and effort. Even a mid-sized organization such as Seattle University now employs a fulltime person, supported by several student interns, just for this purpose. And even a communications team cannot do it alone. Multiple contributors from throughout an organization are needed to supply the constant flow of fresh content that will attract fans. Multiple voices are needed to lend an informal, lively, personal feel to a social media presence. Generating content should be an expectation of most if not all department heads or their designees, and possibly others.

Organizations have landed in trouble, however, by projecting multiple voices onto social media without preparation, guidelines or oversight. Before long, someone posts or tweets something highly inappropriate. Corporate reputations are damaged and careers ruined.

Organizations need to designate and train those who will speak via social media, not only to keep them on safe ground but also to help them use this new tool effectively, in ways that will attract favorable attention and help achieve the organization's communication goals. Practical, written guidelines are mandatory. I have assembled a gallery of guidelines from local governments, which can be viewed and downloaded here.

Trend #3: Marketing via Content

Governments have long regarded disseminating useful public information as a major element, if not the main justification, of their public relations investments. Corporations, however, have seen PR primarily as sales promotion and reputation management. But corporate attitudes are now changing because, as audiences have dispersed among a gazillion online channels, they are increasingly difficult to reach through advertising or other traditional marketing communications, or through self-serving propaganda.

Also less useful, and for the same reason, are news coverage and other publicity from traditional media such as newspapers, radio and TV news. With their business models undermined by Craigslist, Google and Facebook, mainstream media have shrunk their newsrooms and news coverage. Publicity from them is increasingly hard to get and less potent when it's received, because traditional media audiences are smaller and older than before. The media relations function, once a main focus for corporate PR, is now one tool among several.

To gain mindshare in an online, social media environment, leading companies are themselves becoming media producers of content that relevant audiences will find interesting, useful, entertaining and worth sharing. This content expresses the company's brand values but usually does not focus on its products or services.

One of the most spectacular examples is the Red Bull Stratos initiative, in which a man jumped from a helium balloon and fell 24 miles, breaking the sound barrier, before opening his parachute. A body-cam video of the fall was streamed live online; on YouTube, the video has attracted more than 38 million views. The jump is one of many extreme stunts that Red Bull has sponsored to bring alive the slogan for its energy drink, "Red Bull gives you wings." Red Bull's online "Content Pool" offers more than 120,000 high-quality photos, videos and stories.

More prosaic kinds of content marketing are nothing new. Costco, for instance, has long served up interesting editorial content in its monthly Costco Connection publication for members. Its 8.6 million U.S. subscribers make it one of the nation's largest-circulation magazines. (Costco also make the magazine available as a mobile app.)

More of a departure is the "brand journalism" group that Boeing formed five years ago. Still going strong, it has produced a rich array of interesting feature stories and videos for Boeing's website and YouTube channel. Todd Blecher, the company's communications director, discussed the initiative here at the outset and again here and here two years later.

One of Expedia's first forays into content marketing was "Kids in the City," where the travel site partnered with 12 bloggers in various U.S. cities and had them write a guide to their hometown, with a video of tips at the end. Expedia also has partnered with the dating app Tinder to create an online game, "Match Made in Travel," to help users choose a destination through an interactive quiz.

Other Interesting examples of recent, creative content marketing campaigns are here, here and here. Overall, the experience of leading content marketers leads to certain conclusions about what works best.

Effective content involves visual communication, especially video. Visuals are easier to absorb – our brains process visual content 60,000 times faster than text – and they overcome language barriers, an important factor in an increasingly global economy and a multicultural one here in the U.S. (One in five Americans speaks a language other than English at home, according to the Center for Immigration Studies.) Visual content is often more effective at quickly touching us emotionally, which makes it more likely to be shared.

Visuals may be photos, infographics or slideshows, but the defining format is video, posted to YouTube and Vimeo. Among Northwest companies, Starbucks and Microsoft are the most prolific video producers, with thousands of videos on their websites and YouTube.

It's worth noting that some local governments disseminate online videos, often from government access cable channels. Washington cities with YouTube channels include Bellevue, Bellingham, Kenmore, Kirkland, Lynnwood, Prosser, Redmond and Yakima.

Effective content is topical and often distributed in real time. Producers work hard to anticipate and pre-produce content on topics that people can be expected to find interesting in the future, around holidays, major sporting events, popular TV shows and the like. Producers also are quick to jump on unexpected trending topics as they break. An example was Oreo's quick response on Twitter to a 34-minute blackout at the 2013 Super Bowl *(Fig. 7)*. The cookie maker had a 15-person social media team at the ready to respond to whatever happened at the game. Its humorous blackout tweet was heavily retweeted, which brings us to a third characteristic of effective content.

Effective content is shareable. Only if people share it can it reach many eyeballs in a fragmented media environment. And the potential rewards if content goes viral are huge. Consider, for example, the good fortune of the ALS Association with its ice bucket challenge.

Psychologists have begun to identify the characteristics that make content more likely to go viral. Wharton professor Jonah Berger has summarized this research in a useful book, Contagious: Why Things Catch On. Berger has identified six ingredients that cause something to be talked about, shared, and imitated:

- It boosts the user's social status;
- It relates to available cues or triggers in the environment;
- It kindles positive emotions, neutral emotions such as surprise, or certain negative emotions, specifically anger (an example of using emotion is Expedia's "Find Yours" campaign, which involved videos and other content focused on the emotional experiences people can find while traveling);
- It's observable in public and therefore easier to imitate;
- It's useful, providing practical value;
- It's part of a broader narrative, a story. (An example is Microsoft's "Stories" initiative.)

Conclusions

Recommendations for the City of University Place are beyond the scope of this report. And no small city is comparable to the Northwest's leading companies in its public relations needs and priorities, let alone the scale of the resources it is able to bring to its communications efforts. Nevertheless, some general observations may be relevant.

The three broad trends apparent among leading companies do have implications for public-sector PR. Certainly, cities should consider simplifying the design of their webpages, as these are refreshed over time, for better display on the small screens of mobile devices. Planned and thoughtful use of social media represents an opportunity for local governments to reach residents where they are, engage with them in productive two-way conversations, and support community partners with reposts and retweets. Content marketing is nothing new for governments, which have long focused on disseminating useful public information, but agencies may need to consider upping their game in an increasingly cluttered and fragmented media environment – with greater use of infographics, video, real-time communications, and potentially viral content.

EXHIBITS

Figure 1

Microsoft.com home page, circa 2011

Figure 2

Microsoft.com home page, July 2015

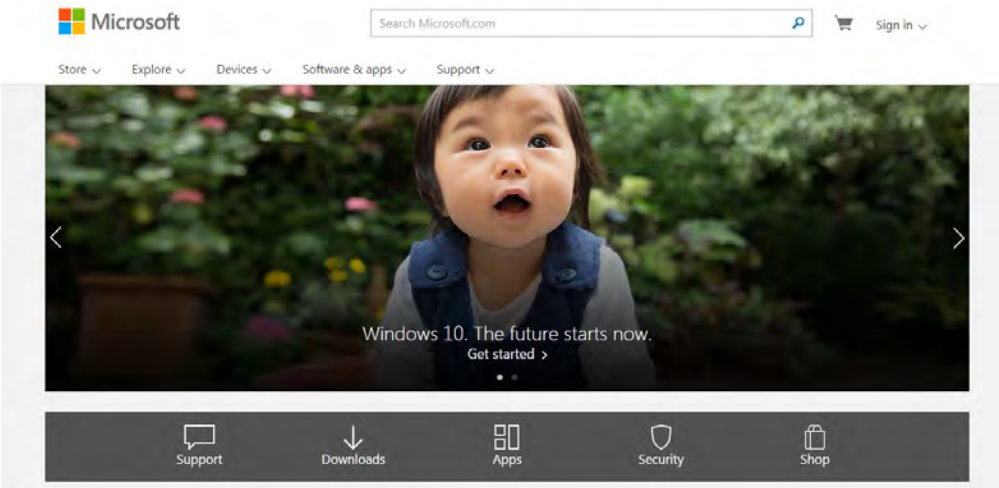


Figure 3

Microsoft.com home page on iPhone, July 2015

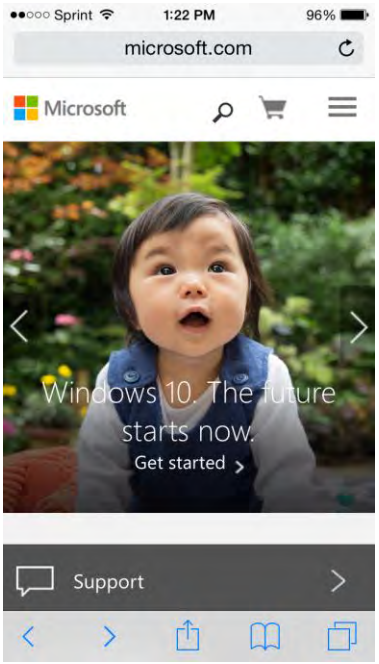


Figure 4

Weyerhaeuser home page for PCs

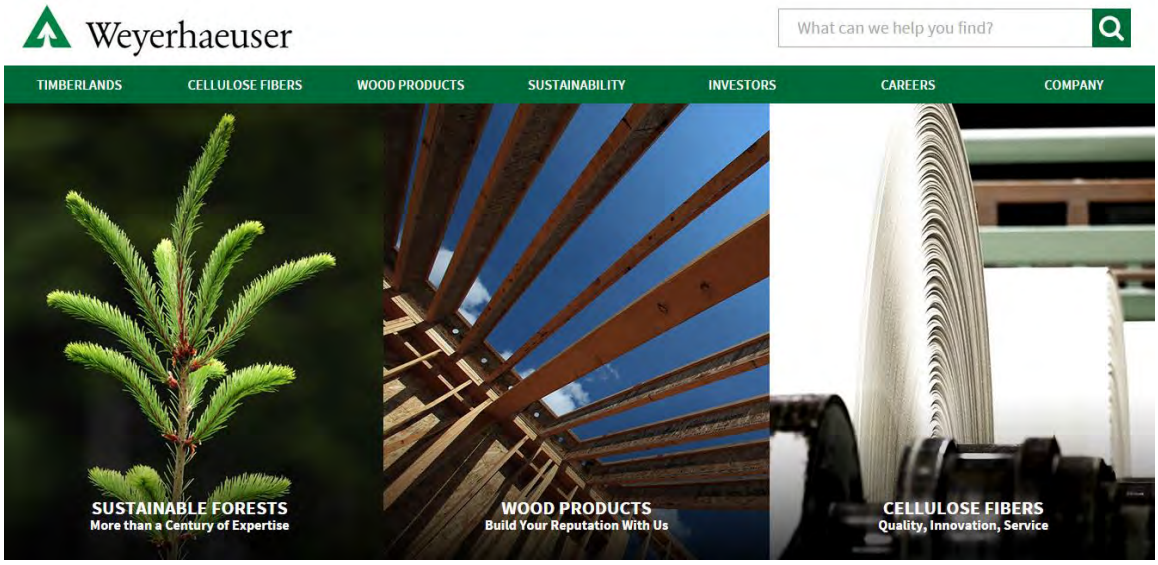


Figure 5

Weyerhaeuser home page on iPhone

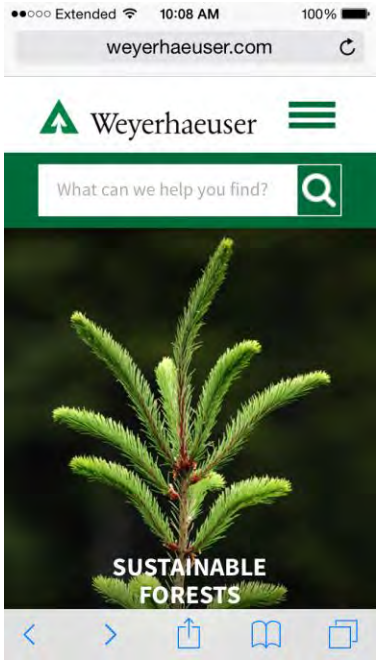


Figure 6

University Place home page on iPhone

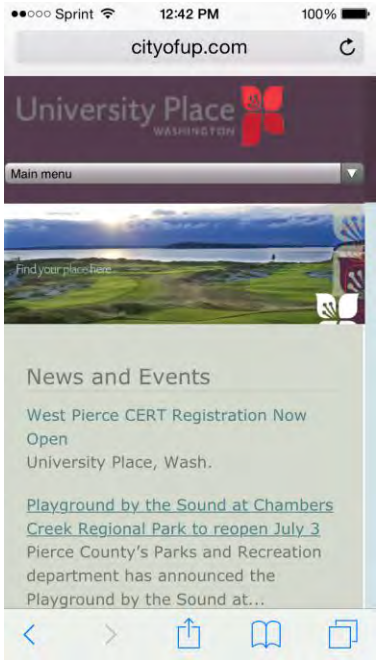
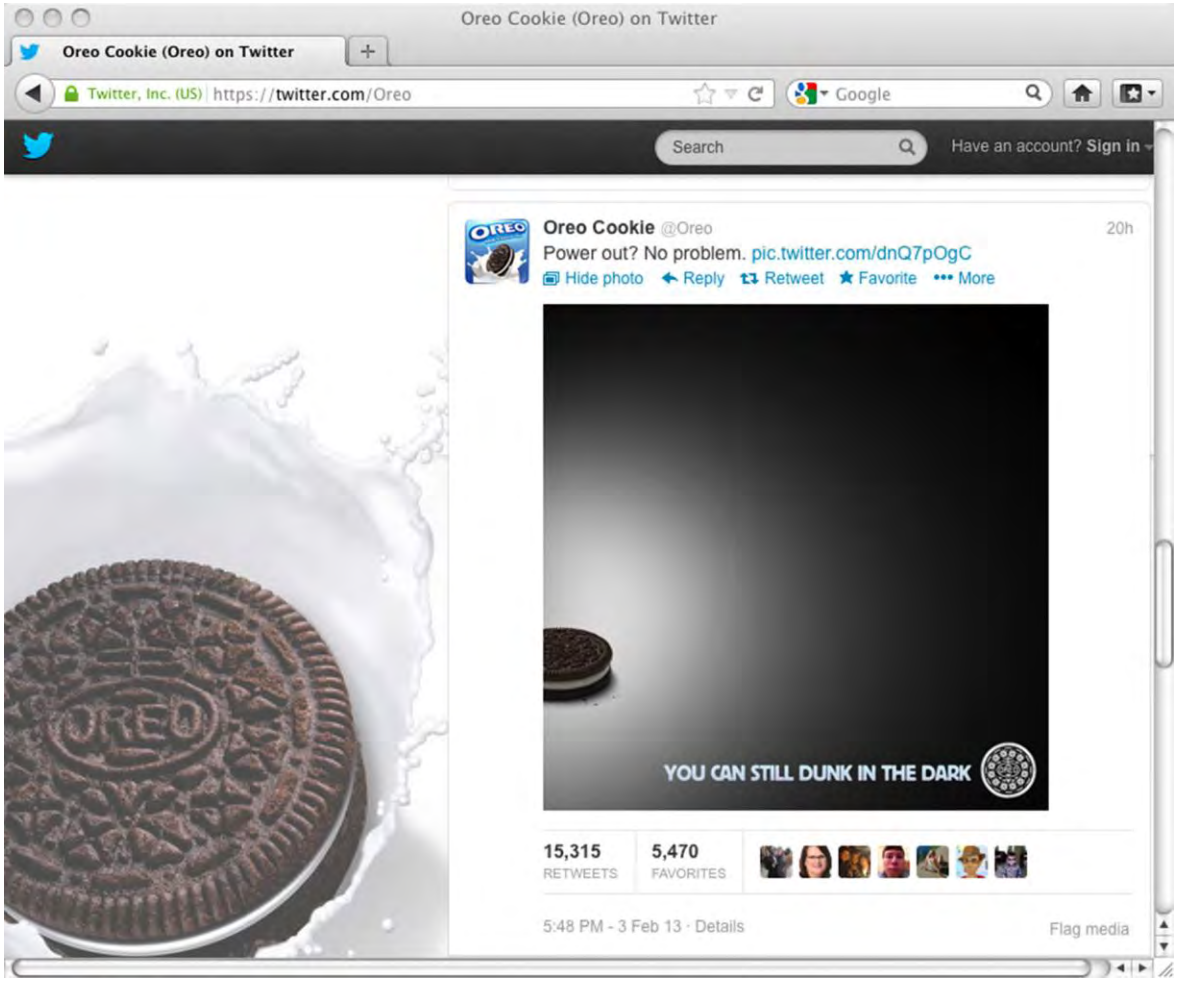


Figure 7

Oreo's response to blackout at 2013 Super Bowl



STAFF REPORT

Communication Strategies - Other Jurisdictions*

Jurisdiction	Population	Website	Google Ads?	Face book	# Likes	Twitter	Twitter Account	#	You Tube
Seattle	662,400	www.seattle.gov	No	Yes	Mult accts	Yes	@cityofseattle	46.7K	Yes
Spokane	211,300	www.spokanecity.org	No	Yes	3,748	Yes	@spokanecity	10.1K	No
Tacoma	200,400	www.cityoftacoma.org	No	Yes	4,707	Yes	@cityoftacoma	17.1K	Yes
Vancouver	164,500	www.cityofvancouver.us	No	Yes	5,280	Yes	@VancouverUS	5,128	Yes
Bellevue	132,100	www.bellevuewa.gov	No	Yes	2,432	Yes	@cityofbellevue	5,523	Yes
Kent	120,500	www.kentwa.gov	No	Yes	2,845	Yes	@cityofkent	2,663	Yes
Everett	104,200	www.everettwa.org	No	Yes	1,396	Yes	@everettcity	2,698	Yes
Renton	95,540	www.rentonwa.gov	No	Yes	6,506	Yes	@cityofrenton	3,314	Yes
Yakima	92,620	www.yakimawa.gov	No	Yes	1,269	Yes	@cityofyakima	1,270	Yes
Federal Way	89,720	www.cityoffederalway.com	No	Yes	782	Yes	@wafederalway	639	Yes
Bellingham	82,310	www.cob.org	No	Yes	2,227	Yes	@cityofbhamwa	3,637	Yes
Kirkland	81,730	www.kirklandwa.gov	No	Yes	178	Yes	@kirklandgov	1,383	Yes
Kennewick	76,410	www.go2kennewick.com	No	Yes	385	Yes	KennewickWA	1,019	Yes
Auburn	73,235	www.auburnwa.gov	No	Yes	2,819	Yes	@auburnupdates	2,410	Yes
Pasco	65,600	www.pasco-wa.gov	No	Yes	983	Yes	@pasco_wa	1,186	No
Marysville	62,100	www.marysvillewa.gov	No	Yes	1,373	Yes	@wa_marysville	1,156	No
Lakewood	58,310	www.cityoflakewood.us	No	Yes	1,771	Yes	@cityoflakewood	910	Yes
Redmond	55,840	www.redmond.gov	No	Yes	1,966	Yes	@cityofredmond	3,029	Yes
Shoreline	53,670	www.cityofshoreline.com	No	Yes	1,229	Yes	@shorelinewagov	835	Yes
Richland	51,150	www.ci.richland.wa.us	No	Yes	5,041	Yes	@richlandwa	1,795	Yes
Olympia	48,480	www.olympiawa.gov	No	Yes	1,381	Yes	@cityofolympia	1,846	Yes
Sammamish	48,060	www.sammamish.us	No	Yes	76	Yes	CityofSammamish	85	No
Burien	48,030	www.burienwa.gov	No	Yes	676	Yes	@burien	1,713	No
Lacey	44,350	www.ci.lacey.wa.us	No	No		Yes	@cityoflacey	1,201	No
Edmonds	39,950	www.edmondswa.gov	No	Yes	873	Yes	PW & Rec Dept Accts	208	No
Puyallup	37,980	www.cityofpuyallup.org	No	Yes	1,340	Yes	@cityofpuyallup	3,191	No
Bremerton	37,850	www.ci.bremerton.wa.us	No	Yes	507	Yes	@cityofbremerton	801	No

Communication Strategies - Other Jurisdictions*

Jurisdiction	Population	Website	Google Ads?	Face book	# Likes	Twitter	Twitter Account	#	You Tube
Longview	36,940	www.mylongview.com	No	Yes	906	Yes	@mylongview	871	Yes
Lynnwood	35,960	www.ci.lynnwood.wa.us	No	Yes	376	Yes	@lynnwood	793	No
Bothell	34,460	www.ci.bothell.wa.us	No	Yes	1,521	Yes	@cityofbothell	1,876	Yes
Mount Vernon	32,710	www.mountvernonwa.gov	No	Yes	Coming soon	Yes	@mountvernonwa	715	No
Wenatchee	32,520	www.wenatcheewa.gov	No	Yes	514	No			No
Issaquah	32,130	www.issaquahwa.gov	No	Yes	3,657	Yes	@cityofissaquah	3,422	Yes
Walla Walla	31,930	www.wallawallawa.gov	No	Yes	4,948	Yes	VisitWallaWalla	2,878	No
University Place	31,340	www.cityofup.com	No	Yes	Rec Dept Acct	Yes	CityofUPWA	109	Yes
Pullman	30,990	www.pullman-wa.gov	No	Yes	1,338	Yes	PullmanWA	2,567	No
Des Moines	29,730	www.desmoineswa.gov	No	Yes	338	Yes	@desmoineswa	285	No
Lake Stevens	28,960	www.lakestevenswa.gov	No	Yes	328	Yes	@lakestevenswa	841	No
SeaTac	27,310	www.ci.seatac.wa.us	No	no		Yes	@cityofseatac	Unavailable	No
Maple Valley	23,910	www.maplevalleywa.gov	No	Yes	766	No			No
Bainbridge Island	23,190	www.ci.bainbridge-isl.wa.us	No	Yes	1,070	Yes	@cityofbi	441	No
Mercer Island	22,720	www.mercergov.org	No	Yes	579	Yes	mercergov	731	Yes
Oak Harbor	22,080	www.oakharbor.org	No	Yes	745	No	OakHarborWA	867	No
Moses Lake	21,250	www.cityofml.com	No	Yes	3,637	Yes	@MoLaMuseum	250	No
Kenmore	21,170	www.cityofkenmore.com	No	Yes	660	Yes	@KenmoreWA	578	No
Mukilteo	20,440	www.ci.mukilteo.wa.us	No	No		No			No
Camas	20,320	www.cityofcamas.us	No	Yes	1,370	Yes	@camaslibrary	2,151	No
Mountlake Terrace	20,160	www.cityofmlt.com	No	Yes	677	Yes	@cityofmlt	516	Yes
Tukwila	19,160	www.tukwilawa.gov	No	Yes	454	Yes	@CityofTukwila	1,103	No
Port Angeles	19,120	http://wa-portangeles.civicplus.com/	No	Yes	2,296	Yes	@PortAngelesRCC	558	Yes
Mill Creek	18,600	www.cityofmillcreek.com	No	No	Coming soon	Yes		45	No

Communication Strategies - Other Jurisdictions*

Jurisdiction	Population	Website	Google Ads?	Face book	# Likes	Twitter	Twitter Account	#	You Tube
Ellensburg	18,370	www.ci.ellensburg.wa.us	No	Yes	433	Yes	@Ellensburg_WA	551	No
Tumwater	18,300	www.ci.tumwater.wa.us	No	Yes	1,220	Yes	DetectiveCLiska	1,026	No
Arlington	18,270	www.arlingtonwa.gov	No	Yes	2,878	Yes	@ArlingtonWA	1,274	No
Battle Ground	18,130	www.cityofbg.org	No	Yes	1,210	No	BLPoliceDept	3,173	No
Covington	18,100	www.covingtonwa.gov	No	Yes	2,398	Yes	@CovingtonWash	424	Yes
Bonney Lake	18,010	www.citybonneylake.org	No	Yes	2,250	Yes	@citybonneylake	385	No
Monroe	17,510	www.monroewa.gov	No	Yes	545	Yes	@Monroe_WA	260	No
Aberdeen	16,860	www.aberdeenwa.gov	No	Yes	1,261	No			No
Centralia	16,600	www.centralia.com	No	Yes	555	No			No
Edgewood	9,460	www.cityofedgewood.org	No	Yes	441	No			No
Fife	9,290	www.cityoffife.org	No	Yes	1,010	Yes	@fife_washington	929	No
DuPont	8,855	www.ci.dupont.wa.us	No	Yes	1,331	Yes	@cityofdupontwa	356	No
Milton	7,185	www.cityofmilton.net	No	No		No			No
Normandy Park	6,350	www.normandyparkwa.gov	No	Yes	201	No			No
*Data based on internet research.									

STAFF REPORT