

CITY COUNCIL AGENDA ITEM
CITY OF SHORELINE, WASHINGTON

AGENDA TITLE:	Motion to Authorize the City Manager to Execute a Contract with PRR, Inc. to Create a Marketing Campaign Promoting the City of Shoreline
DEPARTMENT:	City Manager's Office
PRESENTED BY:	Dan Eernisse, Economic Development
ACTION:	<input type="checkbox"/> Ordinance <input type="checkbox"/> Resolution <input checked="" type="checkbox"/> Motion <input type="checkbox"/> Discussion <input type="checkbox"/> Public Hearing

PROBLEM/ISSUE STATEMENT:

The purpose of creating a marketing campaign promoting Shoreline is to help the City achieve Vision 2029, a comprehensive statement of the City's goals and long-term aspirations. The Council believes that without significant new investment and an influx of new residents, Shoreline will fall short of the vision it has established for itself; will not be economically sustainable; and will not enjoy the amenities that growth and investment bring. Therefore, the City seeks to develop a marketing campaign to attract future residents and investors who desire Shoreline's positive attributes, but are either unaware of or mistaken about what Shoreline has to offer.

RESOURCE/FINANCIAL IMPACT:

The combined cost of tasks related to the marketing campaign project shall not exceed \$125,000. This amount was budgeted for in the 2015 adopted budget.

RECOMMENDATION

Staff recommends that the City Council move to authorize the City Manager to enter into a contract with PRR, Inc. to create a marketing campaign promoting the City of Shoreline.

Approved By: City Manager *DT* City Attorney *JA-T*

BACKGROUND

Every two years the City conducts a citizen satisfaction survey. Results of the 2014 survey showed that 92% felt safe in their homes, 91% rated Shoreline as either an "excellent" or "good" place to live, 89% as either an "excellent" or "good" place to raise children, and 79% felt that they had either an "excellent" or "good" overall quality of life.

Such strong sentiment, though, does not necessarily cross Shoreline's borders. Staff's anecdotal experience is that those living outside of Shoreline generally do not have a good or a bad impression of the city, but that they have no impression. Many don't know where the city begins or ends, what it borders, or which neighborhoods it includes. They certainly have never seriously considered it as a place to live or work.

Meanwhile, economic development has long been the #1 Council goal. Economic development is seen as instrumental in helping the City achieve financial sustainability and Shoreline's ultimate aspirations as defined in Vision 2029. The most effective type of economic development -- primary economic development -- relies on people and resources flowing into a city. Lacking an attractive reputation hurts Shoreline's economy, and it helps explain why the City's current Economic Development Strategic Plan links Shoreline's economic development success directly to placemaking. Storytelling and making memorable, attractive places is key to Shoreline's long-term economic health. Attractive places draw people and investment, increasing values and rents, making further investment profitable without the need to cut into public services to save costs.

Therefore, in order to help attract new residents and investors, the City Council adopted a budget for 2015 that allocated one-time funds to hire a marketing individual or firm. This marketing individual/firm is to define a comprehensive marketing message and to create tools for the City to use to promote itself going forward. The funds were also adequate to launch an initial advertising campaign in 2015.

DISCUSSION

Request for Proposals

The City issued an RFP to create a Marketing Campaign Promoting (RFP #7927) and received three proposals by the February 5, 2015, submittal deadline. All three responses were deemed adequate, and staff subsequently selected PRR, Inc. as the preferred service provider.

PRR was selected because its proposal demonstrated that it understood and was comfortable working with governmental agencies. Furthermore, the PRR proposal gave examples of successful marketing message development that were very similar to what the City desires. As an added bonus, both of the two project leads are residents of Shoreline, and they both possess a rich understanding of the marketing challenges facing the City.

Proposed Service Contract Scope of Work

Staff has negotiated the attached proposed scope of work (Attachment A) with PRR based on the following preliminary schedule and defined objectives:

- Mar - May: After gathering data from public and strategic partners, PRR will guide the formation of a comprehensive marketing message
- Mar - Jun: PRR will provide new promotion tools and recommend improvements to existing communication tools
- Jun - Dec: PRR will assist in launching and measuring the effectiveness of the City's initial marketing campaign

The term of the contract will begin upon execution and run through December 31, 2015.

RESOURCE/FINANCIAL IMPACT

The combined cost of tasks related to the marketing campaign project shall not exceed \$125,000. This amount was budgeted for in the 2015 adopted budget.

RECOMMENDATION

Staff recommends that the City Council move to authorize the City Manager to enter into a contract with PRR, Inc. to create a marketing campaign promoting the City of Shoreline.

ATTACHMENTS

Attachment A: Scope of Work for PRR, Inc. - Marketing Campaign Promoting the City of Shoreline

EXHIBIT A
SCOPE OF WORK FOR CONTRACT NO. 7927
MARKETING CAMPAIGN FOR PROMOTING SHORELINE

The marketing campaign for promoting Shoreline is designed to fulfill the following objectives, which are thoroughly described in RFP No. 7927:

Objective 1: Define a comprehensive marketing message.

Objective 2: Provide effective promotional tools

Objective 3: Launch initial marketing campaign

1. Project Management

PRR will perform the following management tasks to help ensure that the project remains on track. PRR's project manager will be responsible for coordinating all aspects of this work plan with the City's staff and PRR's team. PRR's project manager will be responsible for producing high quality products and meeting the agreed schedule and budget. The City expects to receive reports and other defined deliverables in draft form and have sufficient time to review before the final product is due or presented to the public. PRR's project manager will work closely with the City's staff to ensure the City is included in all aspects of the plan.

Deliverables:

- Produce a Project Management Plan, including a detailed schedule and budget for deliverables
- Schedule, attend, and chair regular project management team meetings and special stakeholder meetings. Management team meetings will be provided on a weekly basis or at another interval agreed to by PRR and City.
- Write and distribute timely meeting summaries of all meetings
- Develop and keep up to date a work plan for the project
- Manage the timeline and budget, including ensuring that draft deliverables are submitted with ample time for staff review
- Provide an updated and accessible electronic "folder" of all project documents
- Manage all sub-consultants
- Accompany invoices with project progress reports recapping previous work performed during the billing cycle and upcoming work to be completed.

City Staff Responsibilities:

Procure meeting space, review and approve draft and final materials including agendas, documents, presentations, invoices, sub-consultant reports, and development of work plan with PRR.

2. Define marketing messages for future residents and investors

As part of Objective 1, defining a comprehensive marketing message, PRR will be responsible for creating an input mechanism that captures and documents concepts and ideas from the public, leadership, and key stakeholders. The concepts gleaned from this process will help narrow the resident and investor target markets and allow a message to be crafted that draws on Shoreline's existing strengths.

Deliverables:

- Document and respond as appropriate to input from process participants.
- Prepare a draft and final memo that defines the narrowed resident target market as well as a comprehensive yet concise message to reach it.
- Prepare a draft and final memo that defines the narrowed investor target market as well as a comprehensive yet concise message to reach it.

City Staff Responsibilities:

Staff will review and approve all drafts and the final report. Staff will facilitate responses to process participants. Note: Staff will reject all suggestions that the message be converted into a slogan for the City.

3. Improve existing communication tools

As part of Objective 2, PRR will help the City improve and enhance its existing communication tools.

Deliverables:

PRR will take an inventory of existing communication tools, evaluate the effectiveness of each in promoting Shoreline to future residents and investors. PRR will produce a draft report and a final report that includes written recommendations of enhancements that will improve and expand the reach of current communication tools. PRR will attend no more than two meetings with city staff to help shape each report.

City Staff Responsibilities:

Staff will review and approve all drafts and the final report. Staff will provide examples of all communication tools currently used. When available and if legally able to be shared, Staff will provide known usage and response metrics.

4. Define effectiveness

Throughout this document, the City uses the word "effectiveness" to describe good promotion and advertising efforts. However, "effectiveness" must be defined in order to be useful as an evaluative tool. The City expects PRR to specifically define words, phrases, and concepts that help the public, staff, and Council talk about and evaluate good promotional activity.

Deliverables:

- Provide a glossary of marketing terms and an explanation of methods that aids the City in clearly communicating how promoting Shoreline helps achieve Council goals and Vision 2029.
- Define benchmarks that allow the effectiveness of promotional activities to be measured.

City Staff Responsibilities:

Staff will review and approve the draft and final glossary and benchmark documents.

5. Recommend advertising mediums and techniques

As part of Objective 2, PRR will recommend to the City the best ways to promote itself through advertising.

Deliverables:

- PRR will develop a matrix of the various advertising mediums and techniques along with the strengths and weaknesses of each. The matrix will include how the effectiveness of each medium and technique can -- or cannot -- be measured.
- PRR will provide written recommendations of those mediums, techniques, and measurement methods that will provide the best promotional success.
- PRR will provide specific contacts and negotiation techniques that PRR has found maximize impact.

City Staff Responsibilities:

Staff will review and approve draft and final reports.

6. Help launch the City's initial marketing campaign

Objective 3 is when the results of Objective 1 and 2 are implemented with real-life efforts guided by PRR. The initial resource allocations will be carried out in the second half of 2015, and PRR will be expected to guide the City in strategically allocating approximately \$50,000 over and above PRR's fee.

Deliverables:

- Provide a written recommendation of how the City spends its resources, whether it be in advertising, signage, production of collateral material, creation of Aurora Square ParkPlace, events, or in other ways that have yet to emerge through the process.
- Provide a written recommendation of how the City can leverage its investment with those of other strategic partners.

- Answer questions and provide assistance to City staff as it launches its initial promotional efforts.

City Staff Responsibilities:

Staff will review and approve draft and final plans.