

**Pre-approval or final approval of City Council and
City Manager travel related expenses
January 23, 2020**

Expense Approvals

NLC Summit
Nov 20-23, 2019
Budget includes three Councilmembers at \$3,456/person

Councilmember Kwon	A&F Date 7.11.19 Budget estimates	A&F Date 7.11.19	A&F Date 11.14.19	A&F Date 01.23.20
Lodging	1,800			1353.50
Meals (event meal)	256			50.00
Transportation-airfare	725		326.60	
Registration	675	560		
Total	\$3,456	\$560	\$326.60	1403.50

Note: The January 9, 2020 A&F was cancelled, thus the lodging and meals were submitted to finance & systems before the 2019 year-end closing. Lesa Ellis

PRE-APPROVAL

Aviation Noise & Emissions Symposium 2020
San Diego Mission Valley Marriott
March 1- 3, 2020

There has been some council interest expressed in this conference. The 2020 budget includes one councilmember \$1,929 and one CMO Communications Division budget \$1,929 (Kyle is not attending). Planning Manager Jennifer Kester is registered (paid from the CED budget).

Councilmember <u>Kwon</u>	A&F 1/23/2020 Budgeted			
Lodging	460			
Meals	124			
Transportation-airfare	600			
Registration	745			
Total	1929			

Councilmember <u>Negusse</u>	A&F 1/23/2020 Budgeted			

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Meals	124			
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Erin Sitterley, Chair



MEMORANDUM

To: Administration and Finance Committee
Through: Gwen Pilo, Finance and Systems Director
From: Mark Johnsen, Senior Assistant City Attorney
Date: January 23, 2020
Subject: Right-of-way permits for activities protected under the First Amendment.

Purpose:

Staff is seeking a committee recommendation of approval of a proposed Ordinance that amends the City's right-of-way use code, to ensure that the issuance of permits for activities protected under the First Amendment of the U.S. Constitution complies with existing Federal jurisprudence.

Background:

In June, 2018, the City issued a right-of-way permit for a rally adjacent to the Federal Detention Center. As part of the right-of-way permit review process, the City determined that a significant number of police personnel would be needed due to the size of the proposed rally. The SeaTac Municipal Code provides that the permit applicant is responsible for payment of these costs. Thus, the applicant was billed by the City for these costs.

In December, 2018, the applicant sued the City, alleging that certain provisions of City Code were unconstitutional. SMC 11.10.100 (D) charges event organizers the "actual" cost of public safety resources spent by the City during the course of permitted events. However, the Plaintiff alleges that the costs assessed is determined by the City administration based on the City's own assessment of how the public will respond to the event. This, according to the Plaintiff, is a content-based determination of the fees assessed against an event organizer, and therefore unconstitutional both on its face and as applied, under both the federal and state constitutions. In addition, City Code provides that an applicant is required to get insurance and/or pay a deposit prior to being issued a permit. Although the City waived this requirement with respect to rally at the Federal Detention Center, the Courts have held that such a requirement is an undue burden on someone exercising their First Amendment rights.

The Plaintiff has agreed to dismiss their lawsuit if the City agrees to revise its Code to address the constitutional issues. The attached Ordinance has been reviewed by the Plaintiff and was deemed acceptable. These amendments apply to Class A or Class B right-of-way permits issued for "Expressive Activities" and include:

- Providing a definition of "Expressive Activity" to ensure that the above requirements are limited to the types of First Amendment activities protected by the Constitution.
- Waiving the insurance or security deposit requirement if the cost is financially burdensome and would constitute an unreasonable burden of the right of First Amendment expression.
- Authorizing the collection of up to \$500.00 of direct costs for temporary right-of-way closures, which will be waived if the applicant provides evidence of an inability to pay.
- Limiting cost recovery for permits that do not require closure of the right-of-way to the non-refundable application fee.
- Shortening the permit application deadline from 15 days to 72 business hours.
- Providing that if a permit request is due to a spontaneous event occasioned by news or affairs coming into public knowledge within the past 48 hours, the application deadline would be reduced to 24 hours.

The number of permits issued by the City for activities protected by the First Amendment are few, and there have been no such applications since June, 2018. Therefore, the impact to the City should be minimal.

ORDINANCE NO. _____

AN ORDINANCE of the City Council of the City of SeaTac, Washington, adding a new Section 11.10.105 and amending Sections 11.10.050, 11.10.090, 11.10.100, and 11.10.150 of the SeaTac Municipal Code related to the issuance of right-of-way permits for Expressive Activities.

WHEREAS, the City is authorized through its police powers to regulate the use of its right-of-way; and

WHEREAS, the City requires issuance of a right-of-way use permit for anyone to make private use of any public right-of-way; and

WHEREAS, the City's Right-of-Way Use Code (Chapter 11.10 of the SeaTac Municipal Code) provides that Class A and B permits may be issued for use of a right-of-way for seventy-two (72) or less continuous hours for the purposes which do not involve the physical disturbance of the right-of-way; and

WHEREAS, First Amendment jurisprudence provides that governmental permits for use of the right-of-way demands that regulation of protected activity incorporate narrowly drawn, reasonable and definite standards; and

WHEREAS, fees for right-of-way permits for Expressive Activities are only allowed to cover the actual administrative expenses of the permit; and

WHEREAS, the City must provide clear requirements for the issuance of a right-of-way permit for Expressive Activities; and

WHEREAS, it is necessary to amend certain provisions of the City's Right-of-Way Use Code to ensure the constitutionality of time, place and manner regulations of First Amendment protected speech;

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF SEATAC,

WASHINGTON DO ORDAIN AS FOLLOWS:

Section 1. Section 11.10.050 of the SeaTac Municipal Code is hereby amended to read as follows:

11.10.050 Definitions.

As used in this chapter, unless the context or subject matter clearly requires otherwise, the words or phrases defined in this section shall have the indicated meanings.

A. "Citation and notice" means a written document initiating a criminal proceeding issued by an authorized peace officer in accordance with the Criminal Rules for Courts of Limited Jurisdiction.

B. "Department" means the Department of Community and Economic Development.

C. "Directive memorandum" means a letter from the City to a right-of-way use permittee, notifying the recipient of specific nonconforming or unsafe conditions and specifying the date by which corrective action must be taken.

D. "Director" means the Director of the Department of Community and Economic Development.

E. "Expressive Activity" means the conduct of activity for which the sole or principal object of which is the expression, dissemination, or communication by verbal, visual, literary, or auditory means of political or religious opinion, views, or ideas and for which no fee or donation is charged or required as a condition of participation in or attendance at such activity. For purposes of this chapter, Expressive Activity also includes activities related to freedom of the press, including but not limited to, press conferences and press coverage of breaking news. For purposes of this chapter, Expressive Activity does not include fairs, festivals, concerts, performances, athletic events, fundraising events, commercial advertising, or events the principal purpose of which is entertainment.

~~EF.~~ "Franchised utilities" means utilities that have City approval to use City rights-of-way for the purpose of providing their services within the City, whether by written franchise or otherwise.

~~FG.~~ "Hazardous waste" includes any and all such materials as defined by RCW 43.200.015 (radioactive wastes) and RCW 70.105.010(5), (6) and (15) (other hazardous wastes).

~~GH.~~ "Nonprofit" means for charitable purposes and not for monetary gain.

~~HI.~~ "Notice of violation" means a document mailed to a permittee or unauthorized user and posted at the site of a nonconforming or unsafe condition.

~~IJ.~~ "One-way trip" means a construction activity related truck trip, whether loaded or empty, engaged in a qualifying material haul that passes a single point in a single direction on a haul route segment. Each passage of the single point in a single direction constitutes a single one-way trip.

~~J~~K. "Permit" means a document issued by the City granting permission to engage in an activity not allowed without a permit.

~~K~~L. "Private use" means use of the public right-of-way, other than as a thoroughfare for ordinary transit of vehicles, pedestrians, or equestrians, for the benefit of a particular person or entity.

~~L~~M. "Qualifying material" means construction materials to include but not be limited to soil, concrete, gravel, building materials and asphalt.

~~M~~N. "Right-of-way" means all public streets, alleys, and property granted or reserved for, or dedicated to, public use for streets and alleys, together with public property granted or reserved for, or dedicated to, public use for walkways, sidewalks, trails, shoulders, drainage facilities, bike ways and horse trails, whether improved or unimproved, including the air rights, subsurface rights, and easements related thereto.

~~N~~O. "Security device" means any and all types of bonds, deeds of trust, security agreements, or other similar instruments.

~~O~~P. "Stop work notice" means a notice posted at the site of an activity that requires all work to be stopped until the City approves continuation of work.

~~P~~Q. "Underground location service" means the underground utilities location center that will locate all underground utilities prior to an excavation.

~~Q~~R. "Unsafe condition" means any condition which the Director reasonably determines is a hazard to health, or endangers the safe use of the right-of-way by the public, or does or may impair or impede the operation or functioning of any portion of the right-of-way, or which may cause damage thereto.

Section 2. Section 11.10.090 of the SeaTac Municipal Code is hereby amended to read as follows:

11.10.090 Application and processing of permits.

A. To obtain a right-of-way use permit the applicant shall file an application with the Department.

B. Every application shall include the location of the proposed right-of-way use, a description of the use, the planned duration of the use, applicant contact information, and all other information which may be required as specified in the procedures adopted under this chapter, and shall be accompanied by payment of the required fees.

C. All Class E applications shall also include numbers and sizes of hauling trucks (single or double beds).

D. The Director or designee shall examine each application submitted for review and approval to determine if it complies with the applicable provisions of this chapter and procedures adopted

under this chapter. Other departments that have authority over the proposed use or activity may be requested to review and approve or disapprove the application. The Director or designee may inspect the right-of-way proposed for use to determine any facts which may aid in determining whether a permit should be granted. If the Director or designee finds that the application conforms to the requirements of this chapter and procedures adopted under this chapter that the proposed use of such right-of-way will not unduly interfere with the rights and safety of the public, and if the application has not been disapproved by a department with authority, the Director or designee shall approve the permit, and may impose such conditions thereon as are reasonably necessary to protect the public health, welfare, and safety and to mitigate any impacts resulting from the use.

E. All applications for permits will be submitted at least fifteen (15) days before the planned need for the permit, or such greater period as may be reasonably required by the Director or designee. If unforeseen conditions require expedited processing the City will attempt to cooperate, but additional fees to cover additional costs to the City may be charged.

F. Notwithstanding SMC 11.10.090 (E), an application for a permit to conduct an Expressive Activity shall be submitted at least seventy-two (72) business hours in advance of the proposed event, unless good cause exists for a shorter time period. Additionally, if a permit request is due to a spontaneous event occasioned by news or affairs coming into public knowledge within forty-eight (48) hours, the applicant shall make application to the City at least twenty-four (24) hours in advance, or as soon as practicable prior to such event.

G. Upon submittal of a completed application, the Department shall collect from the applicant an application fee ~~in the amount set forth in the adopted fee schedule~~ as provided in SMC 11.10.100 (A).

Section 3. Section 11.10.100 of the SeaTac Municipal Code is hereby amended to read as follows:

11.10.100 Permit fees and charges.

The fee for each permit shall be set forth in the City's fee schedule.

A. Application Fee. A nonrefundable application fee shall be charged for each right-of-way use permit application that is accepted for processing, counter service, and recordkeeping.

B. Processing of Application Fee. A fee for the processing of applications may be charged. The amount of the fee shall be determined based upon the time and costs required to review, inspect, research, and coordinate the applicant's data for each permit application. The processing fee may be different depending upon the class of right-of-way use permit involved. However, this fee shall not be charged for Class A or Class B permit applications for Expressive Activities.

C. Daily Use Fee. Permits may include a fee for each day (or part thereof) for use of the right-of-way. The fee will compensate the City for monitoring and inspecting the site or activity. The daily use fee may be different depending upon the class of right-of-way use permit involved. A minimum of one (1) daily use fee per day will be charged for all Class E permit applications. This fee is in addition to reimbursement of actual expenses (subsection (D) of this section) and/or repair and

replacement charges (subsection (E) of this section). However, this fee shall not be charged for Class A or Class B permit applications for Expressive Activities.

D. Reimbursement of Actual Expenses. When a permit is issued, the City will impose a charge based on the actual cost to compensate for its time and expenses. These costs may include street crews, signal crews, and police, if required to assist in the activity. A refundable deposit or other security device may also be required. Costs of damage to City property, or expense of assistance by City employees, may be deducted from the deposit, charged against the security device, or billed to the permittee directly. However, cost recovery shall be subject to the limitations set forth in SMC 11.10.105 (A)(3) with respect to Class A or Class B permits issued for Expressive Activities.

E. Repair and Replacement Charges. If the City should incur any costs in repairing or replacing any property as the result of the permittee's actions, the costs of repair and replacement shall be charged to the permittee. These charges will be for the actual costs to the City. All hauls in excess of fifty thousand (50,000) CY or hauling for more than one hundred (100) working days will require a walk-through and inspection by Department staff of the haul route prior to approval and issuance of the permit. A final walk-through upon completion of the hauling operation is also required. A comparison of pre- and post-haul route conditions will be performed to determine the extent of damage to City streets and right-of-way. The permittee (contractor and/or the owner) will be responsible for all costs associated with clean up, repair and reconstruction to bring the City streets and right-of-way to the pre-haul conditions or better.

F. Utilities. Utilities shall be charged at an hourly rate for City inspections and other services pursuant to the adopted fee schedule.

G. Waiver of Fees. Franchised utilities which must apply for permits because of City-initiated construction projects may be granted a waiver by the Director of normal permit fees. This provision shall only apply to work that would not normally have been done by the utility.

Section 4. A new Section 11.10.105 is added to the SeaTac Municipal Code to read as follows:

11.10.105 Permits for Expressive Activities.

A. When a Class A or Class B permit is sought for an Expressive Activity the following provisions shall apply:

(1) Where the Expressive Activity will not require street closures, cost recovery shall be limited solely to a non-refundable application fee pursuant to Section 11.10.100 (A).

(2) The deposit, security device, and insurance requirement of Section 11.10.150 shall be waived, provided that the applicant has filed with the application a verified statement that he or she intends the purpose of the activity to be an Expressive Activity.

(3) Where the Expressive Activity will require temporary street closures requiring the City to provide services in the interests of public health, safety, and welfare, the Director or designee may condition the issuance of the permit upon an agreement to pay actual direct

costs incurred by the City to a maximum of five hundred dollars (\$500.00), which will be waived if the applicant provides evidence of an inability to pay.

(4) Where a permit is requested for an Expressive Activity, the permit shall presumptively issue except that the City may deny a Class A or Class B permit for an Expressive Activity if the Director or designee makes written findings explaining how any of the following conditions will exist and cannot be reasonably accommodated:

(a) The Expressive Activity will substantially interrupt public transportation or other vehicular and pedestrian traffic in the area of its route; or

(b) The Expressive Activity will cause an irresolvable conflict with construction or development in the public right-of-way or at a public facility; or

(c) The Expressive Activity will block traffic lanes or close streets during peak commute hours on weekdays between 6:00 a.m. to 9:00 a.m. and 3:00 p.m. to 7:00 p.m. on streets classified as Principal Arterials or Minor Arterials by the City's Public Works Department; or

(d) The Expressive Activity will result in the concentration of persons, animals, or vehicles will unduly interfere with the movement of police, fire, ambulance, and other emergency vehicles on the streets; or

(e) The Expressive Activity will substantially interfere with another activity or event for which a permit has already been granted or with the provision of city services in support of other scheduled activities or events; or

(f) The Expressive Activity will have significant safety impact upon residential or business access and traffic circulation.

(5) With regard to the permitting of Expressive Activities where the provisions in this Section conflict with the provisions in any other section of this Chapter, the provisions of this Section shall prevail.

Section 5. Section 11.10.150 of the SeaTac Municipal Code is hereby amended to read as follows:

11.10.150 Performance deposits, security devices, and insurance.

A. If the Director or designee determines that there is a potential for injury, damage, or expense to the City as a result of damage to persons or property arising from an applicant's proposed use of any right-of-way, the applicant shall be required to make a cash deposit, or to provide a security device or insurance in a form acceptable to the Director or designee for the activities described in the subject permit. The amount of the deposit, security device, or insurance shall be determined by the Director or designee. However, this Section shall not apply for Class A or Class B permit applications for Expressive Activities.

B. The requirements for performance deposits, security devices, and insurance are based on considerations of permittee's prior performance, permittee's ability to pay, nature of the proposed

use, costs of the activity, length of use, public safety, potential damage to right-of-way, and potential liability or expense to the City.

Section 6. Severability. If any section, subsection, paragraph, sentence, clause or phrase of this Ordinance is declared unconstitutional or invalid for any reason, such invalidity shall not affect the validity or effectiveness of the remaining portions of this Ordinance.

Section 7. Effective Date. This Ordinance shall be in full force and effect five (5) days after passage and publication as required by law.

ADOPTED this _____ day of _____, 2020, and signed in authentication thereof on this _____ day of _____, 2020.

CITY OF SEATAC

Erin Sitterley, Mayor

ATTEST:

Kristina Gregg, City Clerk

APPROVED AS TO FORM:

Mary E. Mirante Bartolo, City Attorney

[Effective Date: _____]

[Amend Title 11 for Expressive Activities]

Communications & Digital Media Strategist

January 23, 2020

A&F Committee



PRESENTATION OVERVIEW

PURPOSE OF PRESENTATION

The City Manager's Office Communications Division is seeking A&F Committee support to create a new position of a Communications and Digital Media Strategist to oversee all social media platforms as well as content of the website and SeaTV.

WHY IS THIS ISSUE IMPORTANT?

- In 2020, City will launch and need to feed at least 8 social media platforms.
- Time for City website refresh and would allow sole content owner of City website
- SeaTV is also languishing from a lack of new content and new position could create new material for TV channel.



Audience Reach

Current Communication Tools

- City Manager Weekly Update has reach of .1 % of residents
- Press Releases to SeaTac Blog and Westside Weekly
- City Website
- Parks Social Media Pages



City Manager's Weekly Update
October 25, 2019

National Prescription Drug Take Back Day

Saturday, October 26
10:00 AM—2:00 PM
SeaTac City Hall Lobby



The City of SeaTac Police Department and the U.S. Drug Enforcement Administration will provide the public with an opportunity to prevent pill abuse and theft by ridding their homes of potentially dangerous drugs.

- Controlled, non-controlled, and over the counter substances accepted
- Only pills and patches accepted—no liquids, needles, or sharps
- This program is free and anonymous—no questions asked or requests for identification

Participants may dispose of medication in its original container or by removing the medication from its container and disposing of it directly into a disposal box. If an original container is submitted, the individual should be encouraged to remove any identifying information from the prescription label by either removing the label or utilizing a permanent marker.

Open House for 2019 Comprehensive Plan Amendment Proposals

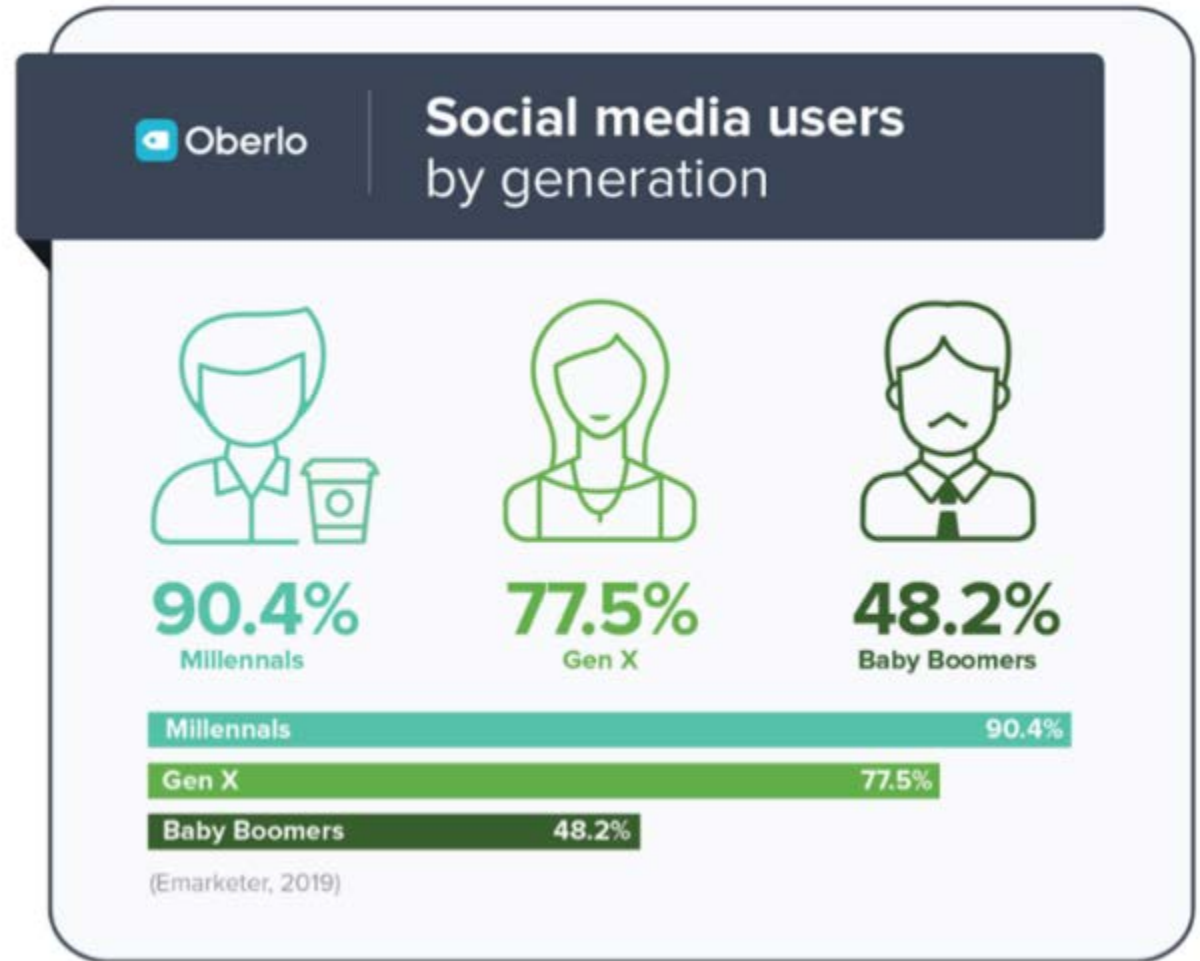


The City is holding an open house to provide an opportunity for public review of the proposals that are under consideration as part of the 2019 Comprehensive Plan Amendment Process. Staff will be



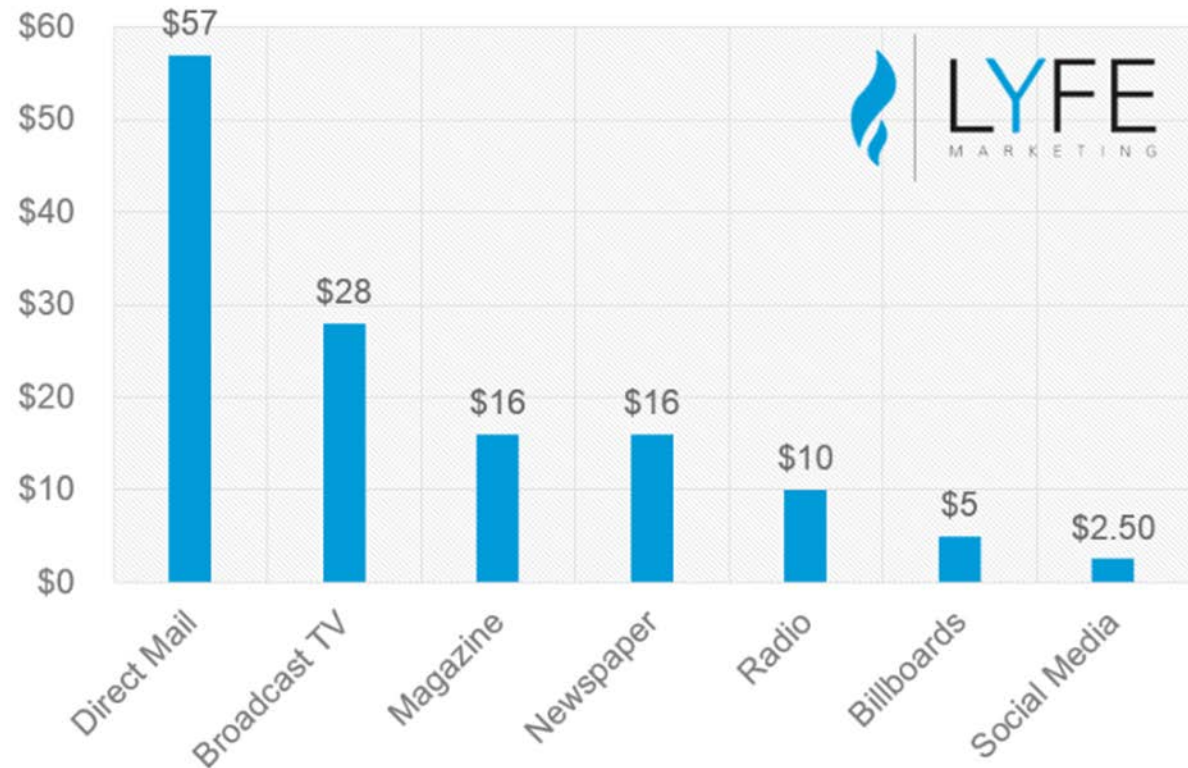
Audience Reach

With an increasingly diverse and growing population, the City is not able to reach all of its residents, businesses and visitors, many of whom are on social media platforms.



Cost Effective

- The goal should be to reach as many relevant people as possible at the lowest cost.
- SeaTac Quarterly Magazine costs \$1.43 an issue for printing and postage costs for every issue mailed out while the cost per social media is essentially zero.



Crisis Communication

Social media has also transformed how government organizations communicate during an emergency.

- Promote evacuation protocols to help residents to get to safety
- Connect evacuated civilians with emergency relief resources
- Provide up-to-date information to evacuated residents



Citizen Engagement

An engaged audience is a happy audience.

And when you keep the public engaged, you'll be able to keep them informed about the policy and issues that matter most to them.



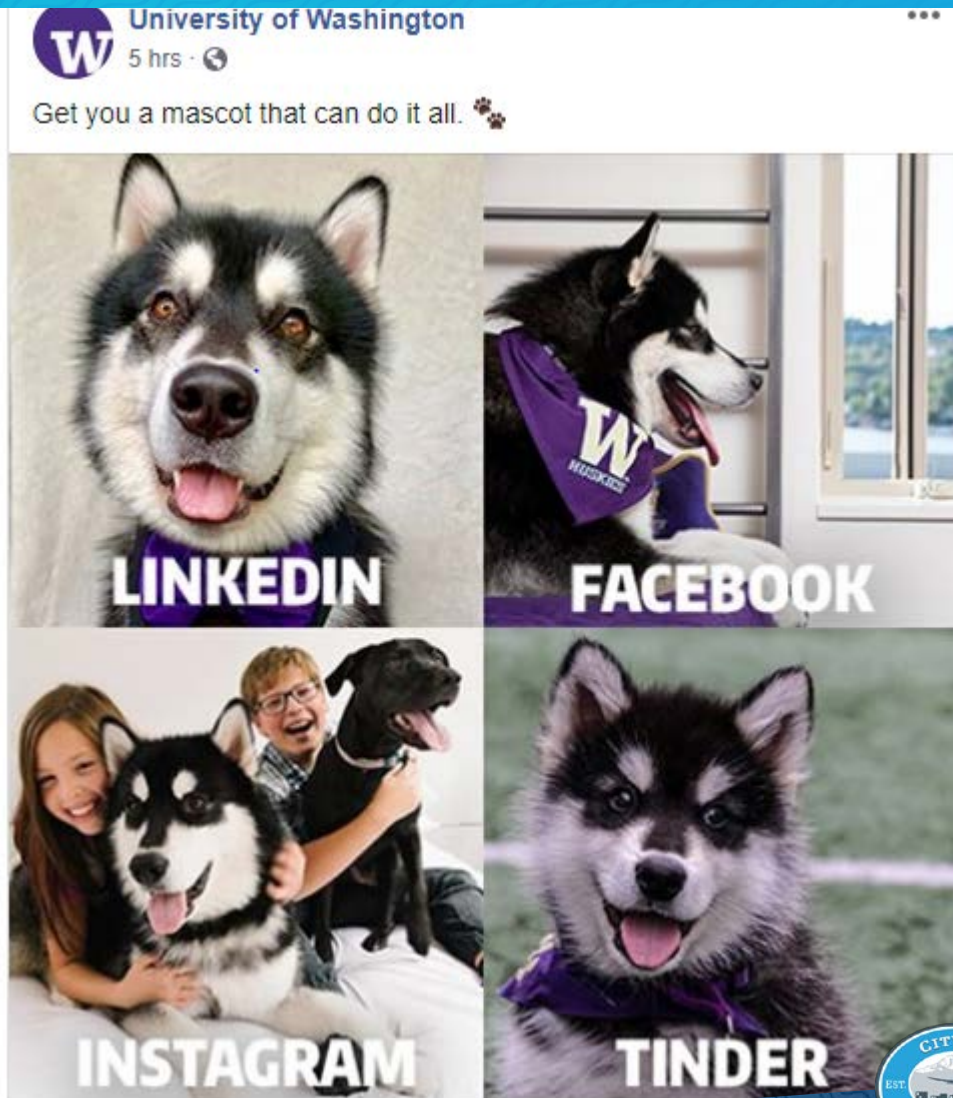
Build Public Trust

The ability to remain authentic and honest with your audience is crucial to building a good relationship with them. Social media provides a perfect avenue to remain transparent and clear with your constituents as possible.



Responding to Trends

Everyday viral videos, images and hashtags begin trending.



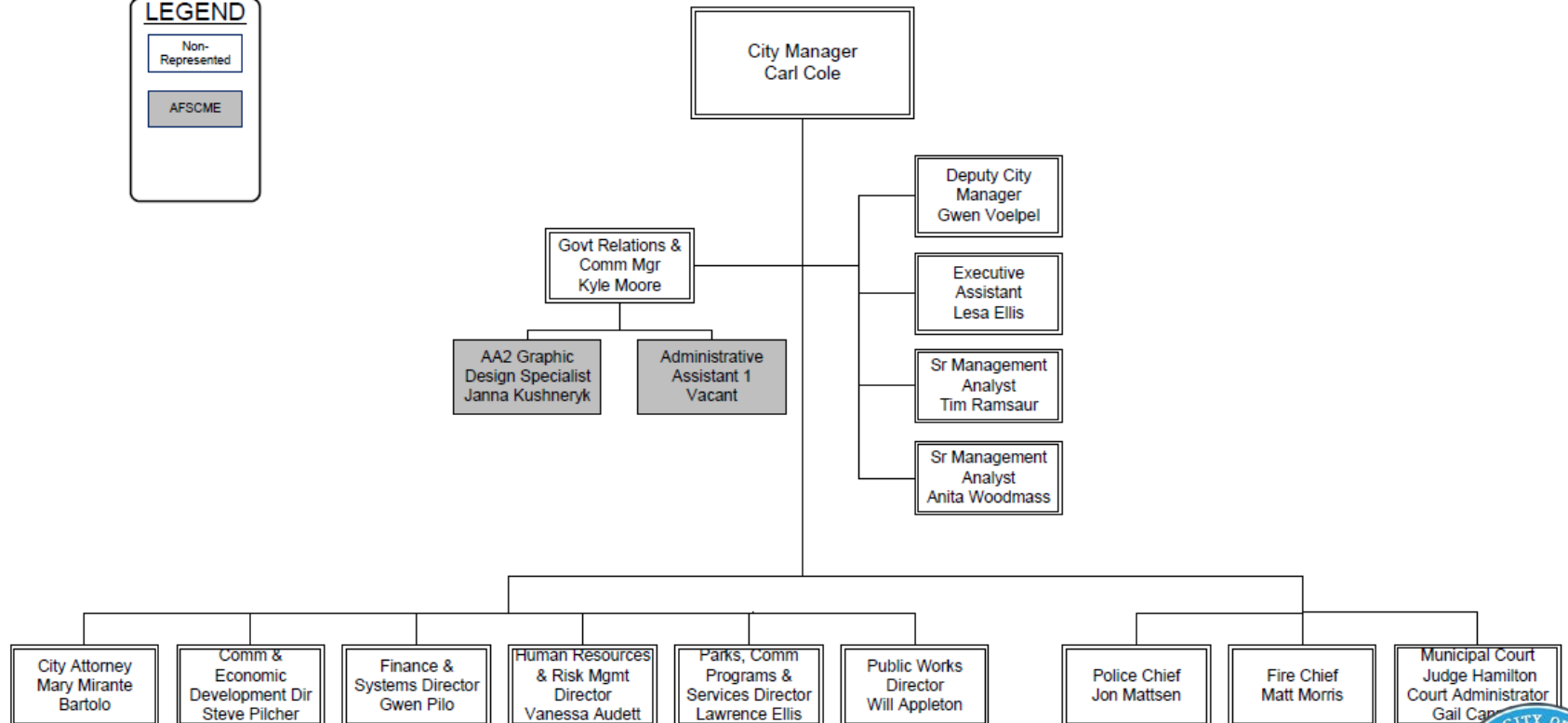
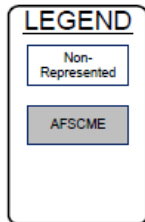
Short Videos



CMO ORG Chart



City of SeaTac City Manager 2020 Organization Chart



POTENTIAL COMMITTEE ACTION

COMMITTEE ACTION REQUESTED

- Forward decision card to Council on the Consent Agenda Action & Presentation on February 11, 2020 Meeting
 - Provide direction to the City Manager/staff to spend more time working on the position
 - Do not move Communications & Digital Media Strategist to Council for action
-
- **STAFF RECOMMENDATION** Approve the new full-time position of Communications and Digital Media Strategist to oversee all social media platforms, website content and content of SeaTV and move the City forward with the ability to tell its story to residents, business and visitors on multiple platforms.



CITY OF SEATAC

SOCIAL MEDIA GUIDE 2020



SOCIAL MEDIA STATISTICS



Daily Active Social Media Users



3.2 billion

social media users – which equates to about **42% of the population.**
(Emarsys, 2019)



Facebook is the Market Leader

Facebook remains the **most widely used social media platform**; roughly two-thirds of U.S. adults -

68%

now report that they are Facebook users.
(PewInternet, 2018)



Social media users by generation



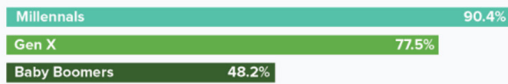
90.4%
Millennials



77.5%
Gen X



48.2%
Baby Boomers



(Emarketer, 2019)



Time spent on social media per day

An average of

2:22

hours minutes per day is spent on **social networks and messaging.**

(Globalwebindex, 2018)



The Impact of Positive Customer Experience



71%

of consumers who have had a positive experience with a brand on social media are likely to **recommend the brand to their friends and family.**
(Forbes, 2018)



Social Media Users Via Mobile

91%

of all social media users **access social channels via mobile devices.** Likewise, almost 80% of total time spent on social media sites occurs on mobile platforms.
(Lyfemarketing, 2018)



CITY OF SEATAC SOCIAL MEDIA AUDIT

JANUARY 3, 2020

Status	Platform	Handle	Followers	URL
Active	Facebook	SeaTac Community Center	615	https://www.facebook.com/SeaTacCommunityCenter
Active	Facebook	City of SeaTac Youth Program	203	https://www.facebook.com/SeaTacYouthProgram
Active	Facebook	Valley Ridge Community Center	0	https://www.facebook.com/ValleyRidgeCommunityCenter
Active	Facebook	SeaTac Senior Center	20	https://www.facebook.com/SeaTacSeniorCenter
Active	Facebook	SeaTac Teen Program	242	https://www.facebook.com/SeaTacTeenPrograms
Active	Facebook	City of SeaTac	308	https://www.facebook.com/cityofseatac
Active	Facebook	City of SeaTac Preschool		https://www.facebook.com/City-of-SeaTac-Preschool-442903875771750
Inactive	Twitter	SeaTac Public Works	144	@SeaTacPW
Inactive	Twitter	City of SeaTac	0	@CityofSeaTac
Active	Wordpress	City of SeaTac	14	https://wordpress.com/view/cityofseatac.wordpress.com



VOICE & TONE



CITY OF SEATAC SOCIAL MEDIA VOICE

Professional -As a government agency, there is a higher expectation to be factual, and the voice of authority. When communicating, the messaging and images should maintain a professional tone.

Courteous -Our goal is to educate and inform our constituents about City programs, services, processes and outcomes. When communicating with our constituents, we should exemplify the customer service mantra of the City of SeaTac.

Conversational - We should speak through our digital platforms as if we were speaking to a good respected friend. We should avoid talking down to our audience but speak at their level We should avoid acronyms or government speak and utilize plain talk.

Engaging - Social media is designed to be a two-way conversational platform. We should avoid dictating and be open to conversation and other opinions with our posts.

OUTCOMES

Safe City – SeaTac is a safe City and we should constantly look for opportunities to bolster the image of SeaTac as safe City to live work and play.

Business Friendly - SeaTac has many business friendly policies in place. We should look for opportunities to talk about how SeaTac is a great place to conduct business.

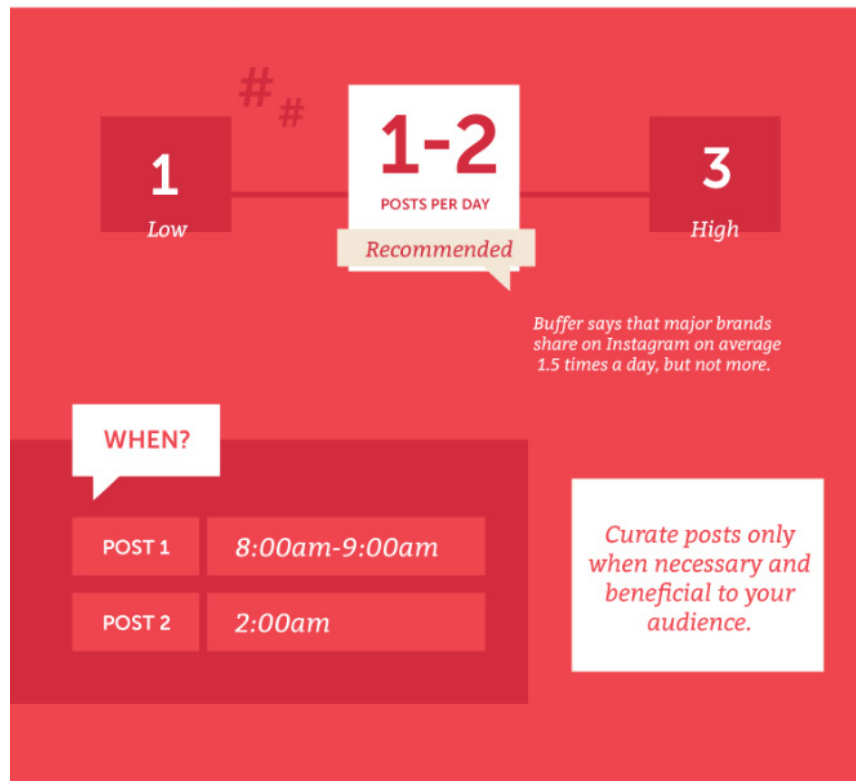
Welcoming -SeaTac is a very diverse City in gender, age, race and incomes. When messaging, we should look for opportunities to speak about our wonderful diversity.



Facebook



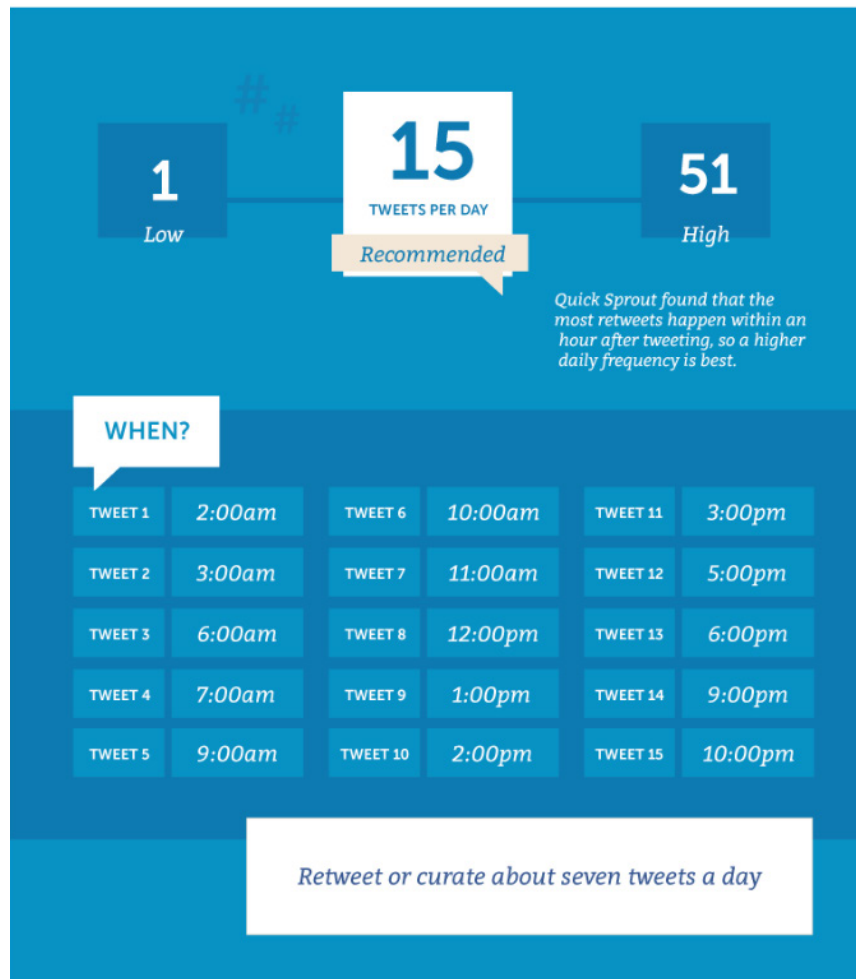
Instagram



LinkedIn



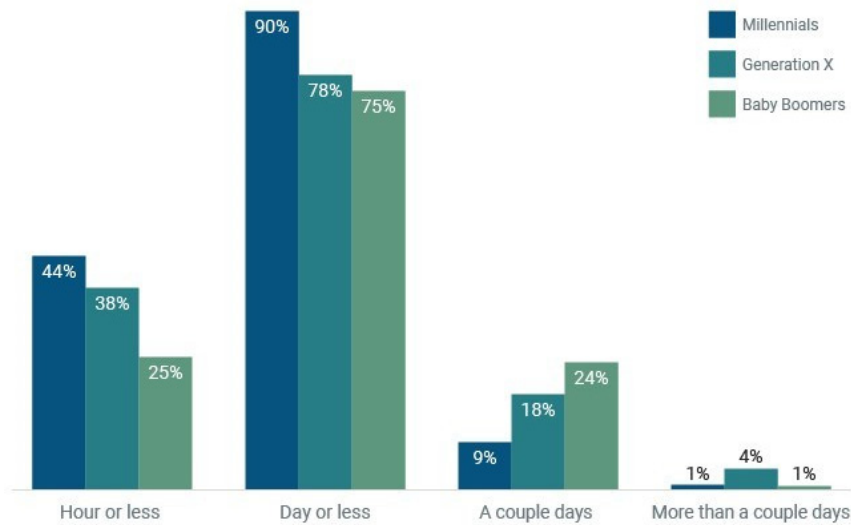
Twitter



RESPONDING TO SOCIAL MEDIA

Ninety percent (90%) of millennials expect brands to respond to comments on social media within a day or less, and 44% expect brands to respond within an hour or less.

Younger Generations Expect Quicker Responses From Businesses on Social Media

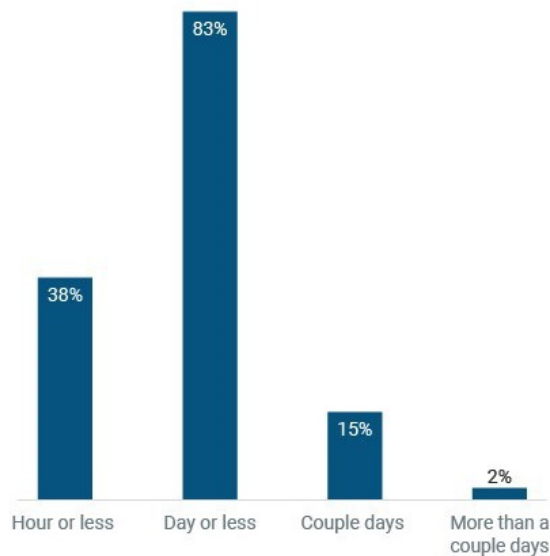


Percent of total respondents; N=532 social media users
Source: Clutch 2018 Consumer PR Survey

Clutch

<https://www.prnewswire.com/news-releases/people-expect-brands-to-respond-to-social-media-comments-within-24-hours-300742071.html>

How Quickly Should Businesses Respond to Social Media Comments?



Percent of total respondents; N=532 social media users
Source: Clutch 2018 Consumer PR Survey

Clutch



USER GUIDE



NEXTD00R



BEST PRACTICES

NEXTDOR

PURPOSE

Nextdoor is a private social media site designed to promote communication among verified residents in neighborhoods across the country. Agencies can join Nextdoor and share information with targeted neighborhoods, districts or whole communities. Nextdoor provides another way for community residents to interact with city employees about city issues, questions or other concerns.

This document is not intended as a how-to guide for the platform; instead, it is intended to outline the highest and best uses of the platform by City of SeaTac employees. This guide conforms to the city's branding and messaging guidelines, as determined by the Community & Government Relations Manager.

INTENT

The City of SeaTac intends to use Nextdoor to INSERT REASONS HERE.

FREQUENCY OF USE

Most residents are on Nextdoor to keep up with events in their neighborhood. They don't expect to hear from their local government on a daily basis. It is recommended that users post with a frequency that aligns with the intent of the platform. Newsworthy, time-sensitive, or emergency information should be shared immediately. General information about city events or items of public interest can be shared as appropriate, but typically no more than once per week.

ROLES AND RESPONSIBILITIES

The city has created an agency account, and assigned administrator rights to NAMES and editor rights to NAMES. The following best practices shall be followed by all SeatTac staff who use the platform:

There shall always be two (2) administrators assigned to Nextdoor, for security and redundancy

If an administrator leaves employment with the city, it is the responsibility of the Community & Government Relations Manager or designee to assign administrator rights to another user

Two-factor authentication shall be used at all times

Users shall create profiles using their official title, and a professional headshot/photo

Before beginning use of Nextdoor, users shall attend webinar training provided by Nextdoor. Webinars happen every week on <insert day here as soon as we verify>

VOICE

In many ways, Nextdoor functions in a manner similar to other social platforms. Community members who engage on Nextdoor expect a certain level of informality to the online conversation; however, they also still expect professionalism. When using Nextdoor to communicate with residents, City of SeaTac employees should strive for a conversational tone – much in the same way they might talk with a resident on the phone or in person. A best-practice recommendation for engagement on Nextdoor is to ask yourself: How would I approach this conversation if I were talking to a resident on the phone? In person?

GETTING STARTED

Whenever a city department/new user is added to Nextdoor, it is highly recommended that the person introduce him or herself to the community – much in the same way you might introduce yourself to residents at a community meeting.



WORDPRESS



BEST PRACTICES WORDPRESS BLOG

PURPOSE

Wordpress is a content management system allowing users to create customized web content. Anyone, including government agencies, can use wordpress to host blogs, videos, news content and more. Blogging provides the City of SeaTac a different way to share information with residents.

This document is not intended as a how-to guide for the platform; instead, it is intended to outline the highest and best uses of the platform by City of SeaTac employees. This guide conforms to the city's branding and messaging guidelines, as determined by the Community & Government Relations Manager.

INTENT

The City of SeaTac intends to use Wordpress to share local stories and information separate from its formal news release process. Wordpress blogs will be written more informally, in a conversational, journalistic style. Blogs are a key communications tool that can help the city introduce SeaTac residents and others to the diversity of the area, and to community activities and individuals that may be of interest. Wordpress will NOT replace the formal news release process; instead, it will supplement and provide context for city news releases.

FREQUENCY OF USE

Blogging consistently is key to attracting and retaining readers. Blogs should also be authentic and relevant to the community – but not posted so frequently that readers feel oversaturated with information. Blogs are not a newspaper, but you do want to keep readers coming back for more. For this reason, the city should post at minimum two blogs per week, and most four blogs per week.

ROLES AND RESPONSIBILITIES

The city has created a Wordpress account, and assigned administrator rights to NAMES and author rights to NAMES. The following best practices shall be followed by all SeaTac staff who use the platform:

There shall always be two (2) administrators assigned to Wordpress, for security and redundancy

If an administrator leaves employment with the city, it is the responsibility of the Community & Government Relations Manager or designee to assign administrator rights to another user

With the exception of site administrators, any SeaTac staff who publish content to the site shall be authors – able to edit and control their own content, but not others.

Users shall create profiles using their official title, and a professional headshot/photo

The MOST CURRENT post should be linked to and visible from the blog homepage (cityofseatac.wordpress.com)

Content shall be archived each month and labeled accordingly (e.g. August 2019)

The current month's content shall be posted and visible on the news page

VOICE

Blogs are intentionally informal (though not unprofessional.) You're telling a story, not reporting the news. When sharing information on the city's Wordpress blog, don't be afraid to get creative – use first-person, narrate an event, and have some fun with your language. Be conversational – and don't forget proper spelling and grammar.

GETTING STARTED

Blogging isn't just about posting content for content's sake. Each post should have a broader communications goal – from introducing new residents to city events (like Community Kitchen Night) to getting more people to sign up for parks and recreation programs. Write with intention.

As you get started, you may want to introduce your readers to each of the city departments – or to ongoing city events or issues that may be of interest. Provide context for what readers can expect to see not just in the first few weeks, but for the duration of the blog. Don't forget to encourage feedback: What do readers enjoy? What would they like to see more of? What topics or issues are missing?

Remember: This blog isn't about the city. It's about the residents. Focus the majority of your content on information that is relevant and meaningful to your community.



TIMELY & ACCURATE

Since you're sharing information, not necessarily breaking news, much of your blog content is evergreen – interesting and relevant whenever someone reads it. When you're talking about current events or emergency information, however, you'll want to post early enough that people can take action (especially for weather-related incidents) or as soon as you have confirmed information (for developing incidents). Always fact-check your content, and make sure you have someone review your post for accuracy and readability.

LENGTH

The average human attention span is 7 seconds. (For context, a goldfish's is 8 seconds). Why should you care? Well, if you don't capture your reader's attention in your first two sentences, they probably won't keep reading. Ask yourself: Why would my community care about this story? Then answer that question as you begin your blog. (Not literally, of course.)

Blogs are intended to be easy, quick reads. They're not feature stories. Tell your story and be done. If you find yourself struggling for something else to say, you're probably done telling your story. Don't over-write just for the sake of having more text.

Also: Humans on the internet don't read, in the same way they read printed material; instead, they scan. Keep your paragraphs short – three to four sentences at most. The added white space between paragraphs helps readers scan for information, and visually breaks up the text for readability.

ANALYZE & ADAPT

Listen to your audience: Looking at your analytics will help you understand what content is resonating with your readers and what isn't. Whether it's a type of story (like an employee profile) or a topic (like food or pets), begin to notice what works, and build your content strategy around that. Obviously you still have important information to share that may not fit into those categories, but you may be able to adapt it in a way that will engage your readers. For example, if your readers like dogs, and you need to raise awareness about a parks master plan, you could frame your content around what a master plan would do for dogs. Once people are engaged, you can add information that's non-dog related.



TWITTER



BEST PRACTICES

TWITTER

PURPOSE

Twitter is a public-facing microblogging platform that many government agencies use to share news and information, and to communicate with residents, members of the media, and partner agencies. Twitter is an effective way to reach multiple audiences with a single post. It also provides another way for community residents to interact with city employees about city issues, questions or other concerns.

This document is not intended as a how-to guide for the platform; instead, it is intended to outline the highest and best uses of the platform by City of SeaTac employees. This guide conforms to the city's branding and messaging guidelines, as determined by the Community & Government Relations Manager.

INTENT

The City of SeaTac intends to use Twitter to amplify news and information shared on the city website and city blog, including links, photos and videos. The City will also use Twitter to share emergency information, amplify information posted by partner agencies, and build its brand through posts about trending topics and/or hashtag holidays.

FREQUENCY OF USE

More than 500 million tweets are sent each day. Users expect to see regular updates in their feed throughout the day. While users may not expect to hear from their local government daily, frequent posts help ensure that content is seen. It is recommended that users post at least once per day; twice or three times is preferable, even if the content is amplification of partner agency news. Newsworthy, time-sensitive, or emergency information should pre-empt scheduled content and be shared immediately; post updates to this content as frequently as you have confirmed information.

SETUP AND SECURITY

The city has created a Twitter account, and given access privileges to NAMES. The following best practices shall be followed during account setup and ongoing operation:

- The email account associated with the city's Twitter profile must be a City of SeaTac account

- The login and password for the account shall be documented and stored in a secure location

- The profile photo shall be the city logo; the header photo can be changed seasonally but should be an image from or about the city

- The logo can be adapted seasonally; however, this should be linked to a clear policy about logo usage and what specific annual events or holidays the city formally recognizes

- The city profile shall include a link to the city website AND a link to the city social media policy

- There shall always be two (2) individuals with access to the Twitter account, for security and redundancy

- If an individual leaves employment with the city, it is the responsibility of the Community & Government Relations Manager or designee to change the password and provide access to another user

- Two-factor authentication** shall be used at all times

- There are options for verification, including text messaging. If text messaging is the preferred verification method, the Community & Government Relations Manager shall add his city-issued cell phone number to the Twitter profile OR assign the responsibility to a staff member with a city-issued phone number

The city Twitter account shall be verified (**as soon as verification resumes.**)

VOICE AND CONTENT

Twitter is intended for brief conversations and information-sharing. A social media best practice is to aim for an 80/20 split: Have 80% of your content about your community and 20% about your agency. Community-focused content can include recognition of volunteers, recognition of local businesses (new, noteworthy), community events and celebrations, and more. You can also frame content not about what the city is doing, but how city efforts benefit the community.

Users who engage with the city on Twitter expect a certain level of informality to the conversation; however, they also still expect professionalism. When using Twitter to respond to questions or comments, City of SeaTac employees should strive for a conversational tone.



In addition to posting content, employees can and should engage with other Twitter accounts (individuals, governments, etc.) Employees should respond to specific questions, objectively (and calmly) address rumors and misinformation, and add comments as appropriate to posts made by partner agencies. Employees should not engage in back-and-forth arguments (where a Twitter user becomes argumentative with your response(s) and drags you into a longer string of tweets); rather, when possible, respond to the initial question or concern, respond once to a follow-up question or concern, then offer to take the conversation offline, either by phone or email.

GETTING STARTED

Your first few tweets introduce your audience to your brand and your voice. Try to be consistent with tone and approach, ensure that your graphics and photos are branded with the SeaTac logo, and use local hashtags (like #wawx) as appropriate.

In the first several weeks, you may want to post consistently two or three times per day, actively engage with (like, retweet) partner content, and proactively comment on content from people you follow. This heightened level of activity helps improve your visibility; however, this probably isn't the level of activity you want to maintain. Make sure you scale back to a manageable level gradually.

WHO TO FOLLOW

Twitter is a public record – which means you must be deliberate about every agency or individual you follow. The city social media policy may also provide guidance on specific entities or organizations that should and should not be followed. In general, the City of SeaTac should follow the following types of accounts:

- partner agencies (e.g. other governmental organizations) in the greater King County/Puget Sound region;

- local and regional news media;

- local and federal elected officials (e.g. congressional representatives, senators, county executives, etc.);

- relevant nonprofits or professional organizations (e.g. American Public Works Association, Red Cross, etc.);

- weather and emergency services organizations (e.g. National Weather Service, FEMA, etc.).

HASHTAGS

As you follow local partner agencies, you may notice common local hashtags. As appropriate, use hashtags for your posts when you think it will help improve post visibility and get your content seen by audiences that don't already follow you. But use them sparingly: No more than two hashtags per post. And don't feel obligated to always use a hashtag.

If you have an ongoing campaign, however, or have created a hashtag to accompany a recurring city event or issue, make sure you use that hashtag consistently.

LISTS

One way to stay on top of content being shared by accounts you follow – and thus, stay on top of potential rumors, misinformation or sensitive topics – is to create lists. Lists help you sort out important accounts or information you might miss in a larger news feed. For example, you could create list of only local media; that allows you to curate information relevant to the city that news outlets or reporters might post. Similarly, you could track content from partner agencies in a list, which enables you to share/amplify content relevant to the city.

LINKS

Links no longer count toward your 280-character limit, but it's advisable to use a link shortener like bit.ly or ow.ly to create less clutter. Typically, all links in a tweet should direct users back to your city website. In emergencies, or if you are sharing partner content, you can link to other verified agency pages.

THREADED TWEETS

You may have messages that need to be longer than 280 characters. A screenshot of a news release, or including 280+ characters in a graphic, is NOT the best tactic to use. Any links in the image won't work, and the text in the image will not be accessible to those with visual impairments or using screen readers (see the Accessibility section). **Threading your tweets** is the recommended way to deliver a comprehensive message longer than 280 characters. Begin your thread by announcing in the FIRST tweet that this is a THREAD. Put END on your last tweet so that people can clearly see where the thread stops. This can be done on TweetDeck, the native Twitter desktop platform, and on the mobile app.



ACCESSIBILITY

Any content you post on social media should include ALWAYS include alt text, captions, transcripts or other accessibility features. **Twitter provides clear instructions on how to turn on accessibility features for iOS, Android or desktop.**

Alt Text: Twitter allows up to 420 characters of alt text for each image you upload. When you add a graphic or photo, ALWAYS make sure to include an alt text description of what's in the photo or graphic, and any text that's included. (To save time, this may be something you want to build into your social media content calendar.) How descriptive should you be? Here's a tip: Read your alt text to another person. Ask them to visualize what you've just described. Then show them the image or graphic. If your description and their visualization are off target, you may want to rewrite your alt text.

For example, alt text for this image could be: Photo of a winding river taken from above. Green mountains in the background. Blue sky with many white clouds. Houses and farmland can be seen near the river. Text on photo: It's beautiful now what will you do when it floods? (225 characters)



Hashtags: Capitalize the first letter of each word to help people with assistive technology understand where one word ends and another begins. This is also beneficial for those with dyslexia, cognitive disabilities, and anyone reading quickly.

Emojis: Be mindful of your emoji use. Too many emojis, or those placed between words, are a **challenge for people using screen readers**. Use emoji at the end of sentences, end of tweets, or sparingly within the text.

Plain language: Say it simply. Avoid jargon, acronyms or convoluted sentence structure. This benefits people on the autism spectrum and those with learning disabilities or dementia.

Contrast: People with low vision or low contrast vision can struggle to read text over images if the text color is too similar to the background color. Make sure any graphics, memes, or images with text have sufficient contrast for low-vision users.

A11y best practices: Twitter has its own accessibility team posting at @TwitterA11y.

ANALYTICS AND REPORTING

Whether it's for a social media campaign, or just proof of performance data, you should be tracking your Twitter analytics. Twitter has built-in analytics at <https://analytics.twitter.com>. Simply log in with your Twitter credentials to track tweet impressions, profile visits, mentions, followers, popular audiences and audience interests, and more.

At minimum, review and document your Twitter analytics once a month. A sample analytics report is included at the end of this document. Tracking your data allows you to identify campaigns, post types or initiatives that are effective, and identify those that aren't. If you have set specific goals for Twitter (like increasing followers by 10% in a year, or reducing the number of emails to your Parks department by providing customer service on social media), analytic data will allow you to quantitatively measure your success.



CONTENT RESOURCES

Much of the messaging agencies do on Twitter falls into seasonal patterns: Whether it's hashtag holidays, weather safety reminders or preparedness messaging, content already exists for reuse by agency partners. The following list connects you with preapproved messaging on a variety of seasonal topics:

Ready.gov – The <http://ready.gov/calendar> site is invaluable for sharing seasonal preparedness messaging. Each month features specific preparedness activities and is accompanied by a social media toolkit, including graphics.

National Day Calendar – Hashtag holidays can be a great way to humanize your agency while staying relevant with trending topics. <https://nationaldaycalendar.com> tracks daily, weekly and monthly observances that you can use for content inspiration. Best practice: Try and connect a hashtag holiday with a current event or initiative at your agency. For example, you could use March 14 (National Pi Day) to highlight people or projects at your agency that use Pi in their work.

National Weather Service – The NWS has content and graphics about seasonal weather issues and weather education topics. These are great for days when you're struggling for relevant content, or when you're about to have snow, flooding or extreme heat:

<https://www.weather.gov/safetycampaign>

<https://www.weather.gov/wrn/winter-campaign-sm-plan>

<https://www.weather.gov/wrn/winter2019-winter-sm>

<https://www.weather.gov/wrn/fall2019-campaign-sm-plan>

<https://www.weather.gov/wrn/summer2019-campaign-sm-plan>

<https://www.weather.gov/wrn/spring2019-campaign-sm-plan>

USFA Fire Safety – The US Fire Administration has a ton of graphics and safety messages for seasonal issues (like holiday cooking and fire risks) and general preparedness. Visit <https://www.usfa.fema.gov/prevention/outreach/> to find outreach messaging, videos and downloadable content for social media.

CDC Food/Health safety – Public health messaging can be challenging, but the CDC has several pages with social media outreach materials and graphics. This can be useful during the holidays for food safety reminders, or during seasonal outbreaks of the flu or other diseases:

<https://www.cdc.gov/foodsafety/communication/socialmedia.html>

<https://www.cdc.gov/foodsafety/communication/graphics.html>

<https://www.cdc.gov/socialmedia/index.html>

SAMPLE SOCIAL MEDIA ANALYTIC REPORT

You can track every two weeks or every month. This sample report can be adapted as needed.

Social Media Report

Name of site:

Follower growth

No. of followers at last count (DATE): _____ No. of followers today (DATE): _____



Most popular content

Date and time posted: _____

Day of the week: _____

Type (photo/text/link/video): _____

Subject matter: _____

Hashtags (if used): _____

Number of views/impressions: _____

Engagement

Likes: _____ Reactions (love, sad, angry, etc): _____ Comments: _____ Shares: _____

Second-most-popular content

Date and time posted: _____

Day of the week: _____

Type (photo/text/link/video): _____

Subject matter: _____

Hashtags (if used): _____

Number of views/impressions: _____

Engagement

Likes: _____ Reactions (love, sad, angry, etc): _____ Comments: _____ Shares: _____

Frequency

Number of posts (2 weeks OR month): _____ Number of private messages (if any): _____

Other - Content review

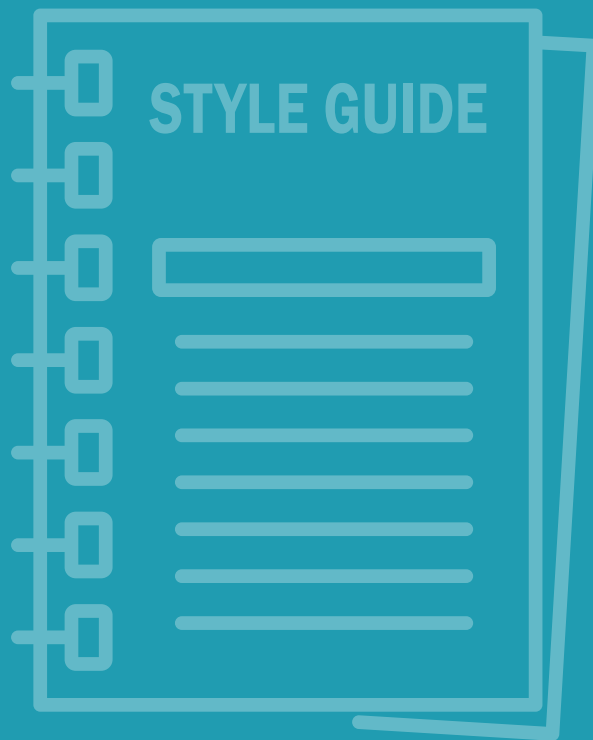
Summary of content & notes: This is a place to talk about what went on in the past 2 weeks/month. For example: Construction season is kicking off, focused on sharing paving maps and partner content to raise awareness of traffic impacts. Engagement rate continues to improve, with an average of 600 views per post. Five of our 16 posts had more than 1,000 views. Art with posts was a mix of custom graphics and maps. Historic photos for #ThrowbackThursday remain popular week to week.

Did seasonal trends or local events influence the content of your posts? If so, how? _____

Did certain topics or issues trend well with your audience? If so, what were they? _____



STYLE GUIDE



CITY OF SEATAC

STYLE AND REFERENCE GUIDE

Why do we need this? Creating – and sticking to – a style guide means ensures all written materials coming out of the City of SeaTac will be consistent and professional. Communication is a key part of building public trust, and we don't want a misspelled word or poorly punctuated sentence to make us look less than professional. Knowing when to capitalize a word, or use a numeral in place of spelling out a number, can be tricky (even for communications professionals). The style and reference guide is based on the AP style guide used by local media, and is a quick and easy way to ensure that our writing is consistent, correct and professional.

What does this mean for me? You don't need to memorize grammar rules or diagram sentences – you've got work to do. That's what the style guide is for. We're asking you to read through the style guide and get an idea of how you can apply it to your daily work. When you need to write something, take a minute to refer to the guide and make sure your writing matches up with the style guide.

How should I use it? If you find yourself writing content for a public document (like a flier or newsletter, not an email or a master plan), or updating content online, the style guide is your cheat-sheet to better writing. Not sure if that 5-foot-wide sidewalk should be written as 5 or five? Check here. Microsoft Word keeps telling you that stormwater is misspelled. Is it? Check here. You get the idea.

I've got questions/suggestions/comments. Who do I talk to? The style guide is a living document. As styles change, or we get requests for clarification on specific words or subjects, we'll update the guide. Contact Kyle Moore with questions/suggestions/comments at INSERT EMAIL ADDRESS AND PHONE.

A

abbreviations and acronyms – Try to avoid abbreviating or using acronyms unless they are widely known and understood to your audience. In general, spell out the acronym or abbreviation on first reference within body text, then abbreviate thereafter. In headlines, abbreviations and acronyms are OK.

The City must perform a review that meets the standards of the National Environmental Policy Act. The NEPA report will be published mid-May.

active voice – Writers should always use active voice. It makes writing easier to understand and more concise. It also clearly assigns responsibility because the subject of the sentence performs the action of the verb.

The road will be paved by the City's public works department. (passive voice)

The public works department will pave the road. (active voice)

A decision on project funding will be made by the City Council. (passive voice)

The City Council will make a decision on project funding (active voice)

addresses – Abbreviate street references and directions with numbered addresses; spell out street references and directions if there is no house number. Spell out First through Ninth in street names; use figures for 10th and above.

Public works will repave 35th Avenue Southeast this spring.

The power outage began after a fire at 18357 180th St. SE.

The race begins at First Street and Broadway Avenue.

affect, effect – Affect (verb) means “to influence.” Effect (verb) means “to cause.” Effect (noun) means “result.”

The lane closure will affect (influence) traffic.

The new planning director will effect (cause) many changes in the department.

The effect (result) of the paving project was obvious to drivers.

a.m./p.m. – These are abbreviations (ante meridiem, post meridiem) and must always be written in lowercase with periods.

The race will begin Thursday at 8 a.m.



apostrophes – Use to denote a contraction or possession. Do not use when referring to plural items (more than one? No apostrophe). One easy way to decide if you need an apostrophe is to rewrite the sentence (see below). If it makes sense, you need an apostrophe.

I used Shirley's stapler. (e.g. The stapler belongs to Shirley, so you need an apostrophe: Shirley's stapler.)

We have many paving projects this summer. (Multiple projects, no apostrophe.)

The bridge was built in the early 1940s. (Refers to multiple years, no apostrophe.)

This is the planning department's van. (The van belongs to the planning department.)

around the clock – When used as a compound modifier, the phrase takes hyphens. Otherwise, no hyphens.

The road will close around the clock for three days.

The around-the-clock road closure will last three days.

B

backup/back up – Backup can be a noun or adjective. Back up is a verb.

Construction caused a lengthy backup.

We used the backup detour route.

The lane closure will back up traffic.

Be careful when you back up the truck.

bridge – Always lowercase unless it is part of a formal name (Microsoft Word will always mark it as a grammatical error. Just ignore it.)

The racers will cross the Duwamish River bridge

C

capitalization – When in doubt, don't capitalize. Proper names and nouns take capitals. Headlines and headings (on printed material and on the Web) should be written in sentence case: Capitalize only the first word and proper nouns.

Seattle residents are invited to attend a Nov. 5 open house.

Learn about toxic algae in City of SeaTac lakes

The City Council will host the next affordable housing leadership meeting.

city/town – Lowercase in "city of" phrases; capitalize when part of a formal title or proper name.

The city of Everett

City Attorney Bob Smith

The town of Darrington

clean up vs. cleanup – Clean up is a verb; cleanup is a noun or adjective.

Solid Waste crews will clean up the illegal dump site next week.

The county's roadside cleanup project begins in May.



commas – Use to separate two separate clauses that can't stand by themselves as independent sentences; in a series; after an introductory clause; after a conjunction (and, but, for, so, nor, or, yet); prior to the word “and” if the omission of a comma would add confusion; and to set off nonessential clauses in the middle of a sentence. See Purdue University's Online Writing Lab for more information and examples.

Separate clauses – When it snows in Seattle, the bus routes change.

Series – The new restaurant offered items that were gourmet, unique and inexpensive (note – do not use a comma before “and” in a series unless the series contains “and” or “or,” or if the omission of a comma would cause misinterpretation of the sentence)

Series (with and/or) – I brought bread, tea and coffee, eggs, and bacon.

Introductory clause – Later this year, we will pave the road.

After a conjunction – The road will close for three weeks, but we will post detour routes.

Nonessential clauses – By next week, the last week of the month, we will finish paving.

compound modifiers (hyphens) – When two or more words modify the word immediately following them, use a hyphen to connect the words. When two or more words describe the word immediately preceding them, do not use a hyphen.

We will make it a one-way street.

He was the owner of a small business.

He was a small-business owner.

County/county/counties – When referencing a specific county or in generic references to county business or activities, capitalize (note: This deviates from many style guides. Lowercase when referring to multiple counties.)

City of SeaTac plans to lower business taxes.

The County plans to create three new off-leash dog parks.

Skagit, Snohomish and King counties plan to partner on the transportation guidelines.

D

dates – Always write in time, date, place format: 11 a.m. Thursday, Jan. 10. Abbreviate months when written with a specific date (e.g. Aug. 12, Dec. 23), except for May, June and July. Spell out months when written alone or just with a year (e.g. January 2013, June 2014). Do not use st, nd, rd, or th.

Construction begins Oct. 7, 2014.

An open house is scheduled for next April.

dimensions – Use numerals and spell out feet, yard, inches, centimeters, etc.

The storm dropped 5 inches of snow.

The new noise wall is 9 feet, 6 inches tall.

The 80-foot-tall bridge will close Thursday.

distances – Use numerals for 10 and above; spell out one through nine.

Public Works crews will pave seven miles of road this summer.

The runners plan to cover more than 12 miles.

directions – Compass directions should be lowercase: north, eastbound, western, southeast. For specific geographic regions, capitalize: Northwest, East Coast, etc.



E

effect, affect – Affect (verb) means “to influence.” Effect (verb) means “to cause.” Effect (noun) means “result.”

The lane closure will affect (influence) traffic.

The new public works director will effect (cause) many changes in the department.

The effect (result) of the paving project was obvious to drivers.

email – One word, no hyphen, little e.

ensure, insure – Ensure means to guarantee; insure refers to insurance.

The City inspects projects to ensure quality.

The City is self-insured.

F

farther vs. further – Farther refers to distance; further means “in addition to.”

The benefit district stretches farther than previously realized.

Engineering crews will do further study

flier, flyer – Circulated materials (brochures, circulars, postcards) are spelled with an i: fliers. Flyers are names of trains and/or buses.

forward – Always forward, never forwards.

The council will move forward with a motion to fund the project.

Fourth of July/July Fourth/Fourth – In reference to the Independence Day holiday, always capitalize.

City of SeaTac reminds residents to be safe this Fourth of July

The Fourth is expected to be a busy one near American Lake

H

headlines/headings – Capitalize only the first word and proper nouns; use an active verb; include a location and time reference.

Paving planned this summer in DuPont.

CDBG grant applications are due by June 30

hold, host – Hold means to have or keep in the hand, or to set aside. Host means a person, place or company that provides services or resources, or that receives or entertains guests. Meetings are hosted by the city, not held.

hyphens (compound modifiers) – When two or more words modify the word immediately following them, use a hyphen to connect the words. When two or more words describe the word immediately preceding them, do not use a hyphen.

We will make it a one-way street.

He was the owner of a small business.

He was a small-business owner.



I

Independence Day – In reference to the Fourth of July holiday, always capitalize.

The Independence Day weekend is forecast to be hot and dry.

insure, ensure - Ensure means to guarantee; insure refers to insurance.

The city inspects projects to ensure quality.

The city is self-insured.

internet – Never capitalize.

K

kickoff, kick off – Kickoff is a noun; kick off is a verb.

The city will kick off its summer construction season in May.

Public Works will host a recycling kickoff event next week.

last/past – Last means something ultimate or final. Past refers to something that occurred previously.

Correct: This is the last paving project crews will complete this year. (Literally the final project).

Incorrect: In the last five years, city road crews put down 500 miles of new stripes. (It's not the final five years of the world – at least as far as we know.)

Correct: In the past five years, city road crews put down 500 miles of new stripes. (The five years previous to this year.)

L

less than/fewer than/under – Under refers to a spatial relationship (e.g. literally below). Less than and fewer than refer to amount or quantity. Unless you're referring to something that's above or below something else, use fewer than or less than.

Correct: Crews will build a culvert under the road.

Incorrect: Under five projects are left to complete this year. (The projects aren't "below" anything.)

Correct: Fewer than five projects are left to complete this year.

Incorrect: At the meeting, under 35 percent of attendees supported the project. (Percentages are quantities).

Correct: At the meeting, less than 35 percent of attendees supported the project.

Legislature – Capitalize when referencing both houses of the government, even without the state name. Lowercase in generic uses, or when referring to plural states.

Washington Legislature, state Legislature

Several legislatures have approved the law.

M

milepost – One word, lowercase.

more than/over – Over refers to a spatial relationship (e.g. literally above). More than refers to amount or quantity. Unless you're referring to something that's above something else, use more than.

Correct: Crews will build a bridge over the river.

Incorrect: Over 14 paving projects will begin this summer. (The projects aren't "above" anything.)

Correct: More than 14 paving projects will begin this summer.

Incorrect: At the open house, over 60 percent of attendees supported the project. (Percentages are quantities).

Correct: At the open house, more than 60 percent of attendees supported the project.



Mount – Spell out, especially in city names. Only in rare cases is the proper name Mt.

Mount Rainier, Mount Vernon, etc.

N

numbers – In most circumstances, spell out numbers less than 10. (See “dimensions” or “percentages” for exceptions). Spell out numerals at the beginning of a sentence, unless the numeral is a year.

Five hundred people showed up to the recycling event.

1950 was a banner year for the city of SeaTac.

Crews striped 65 miles of city roads.

O

ongoing – One word, no hyphen.

online – One word, no hyphen. And don't capitalize it unless it's the first word in a sentence.

over/more than – Over refers to a spatial relationship (e.g. literally above). More than refers to amount or quantity. Unless you're referring to something that's above something else, use more than.

Correct: Crews will build a bridge over the river.

Incorrect: Over 14 paving projects will begin this summer. (The projects aren't “above” anything.)

Correct: More than 14 paving projects will begin this summer.

Incorrect: At the open house, over 60 percent of attendees supported the project. (Percentages are quantities).

Correct: At the open house, more than 60 percent of attendees supported the project.

P

past/last – Last means something ultimate or final. Past refers to something that occurred previously.

Correct: This is the last paving project crews will complete this year. (Literally the final project).

Incorrect: In the last five years, city road crews put down 500 miles of new stripes. (It's not the final five years of the world – at least as far as we know.)

Correct: In the past five years, city road crews put down 500 miles of new stripes. (The five years previous to this year.)

percentages – Always use numerals and always spell out “percent.” Use decimals instead of fractions. When percentages are less than one, put a 0 in front of the decimal point.

Run-off-the-road collisions decreased by 55 percent.

City revenues grew by 0.67 percent in 2012.

p.m./a.m. – These are abbreviations (ante meridiem, post meridiem) and must always be written in lowercase with periods.

The race will begin Thursday at 8 a.m.

project – If the word “project” is part of the formal name, capitalize. In all other instances, lowercase.

The city's Stormwater Protection Project began in 2011.

The citywide rural striping project will begin in May.



R

re-words – In most cases, don't hyphenate. Renew, revisit, repave, etc. Refer to Webster's Dictionary for specific examples.

The city plans to revisit its repaving program.

rainstorm, rainwater – Both one word, no hyphen.

S

seasons – Always lowercase unless part of a formal name.

springtime, winter, fall, summer weather, etc.

snowstorm, snowplow, snowfall, snowball, snowslide, etc. – One word, no hyphen.

state – Do not abbreviate state names when they stand alone (Arizona, Washington, etc.), or if they have fewer than five letters. When used following a city name, abbreviate. Lowercase state in references to Washington state, or the state in general.

The new city councilman previously worked for a small department in Michigan.

The police chief traveled to a conference in Whitefish, MT.

Newcomers to Washington state often visit the SeaTac airport.

stormwater – One word, no hyphen.

Styrofoam – A trademarked brand of foam. Capitalize.

T

that vs. which – Use “that” for essential clauses (important to the meaning of a sentence) without commas. Use “which” for nonessential clauses (can be removed without altering the meaning of a sentence) with commas. For additional examples, see the Purdue Online Writing Lab.

The project, which crews began in 2010, will wrap up this spring. (Removing “which crews began in 2010” doesn't change the overall meaning of the sentence – thus, you should use “which” and set it off with commas.)

The city's project that repaved 15 miles of city road resolved many resident complaints. (The city may have multiple projects, so it's important to identify the specific project in question.)

that vs. who – Who refers to a person or people; that refers to inanimate objects and other non-people.

Officials will take comments from residents who live near the project.

Crews will stake out properties that are in the new right of way.

their, there, they're – Their is a pronoun, there is an adverb, they're is a contraction of ‘they are.’ Tip: If you can replace the reference with “they are” and the sentence makes sense, use they're.

Officials plan to revise their decision about the business.

The restaurant is great. We went there for dinner.

They're planning to host a community celebration.

thing – Try to avoid using this word at all costs. There's almost always a better description.



time – Always use figures. You can also refer to 12 p.m. and 12 a.m. as noon and midnight. Separate the hour and minutes with a colon; omit the zeros when referring to something on the hour. Use periods between a.m. and p.m. Avoid being redundant with time references (e.g. 10 a.m. in the morning). Don't repeat the a.m. or p.m. when referring to a series of hours

The meeting begins at 6 a.m.

The closure starts at 5:30 p.m. Friday, Jan. 25.

The open house runs from 6 to 8 p.m.

titles –Capitalize if it's a formal title, or if it immediately precedes the name of someone being quoted. In all other cases, lowercase.

Sheriff Bob Jones

President Abraham Lincoln

"Paving is fun," said Public Works Director Bob Smith

"We want to fund more projects," said John Smith, city councilmember.

town/city – Lowercase in "city of" phrases; capitalize when part of a formal title or proper name.

The city of Sea Tac

City Attorney Bob Smith

The town of Hamilton

U

underway – Used to be two words, now one word. Always one word.

The widening project will get underway in 2014.

W

Washington state –Always lowercase unless part of a formal name.

Washington State Department of Transportation

The state of Washington is a leader in transportation planning.

web page – Two words, no capitalization.

website – One word, little 'w'.

who vs. that – Who refers to a person or people; that refers to inanimate objects and other non-people.

Officials will take comments from residents who live near the project.

Crews will stake out properties that are in the new right of way.

Y

years – Use numerals. Do not use an apostrophe when referring to multiple years. (The 1990s; '70s)

your, you're – Your is a pronoun, you're is a contraction of 'you are.' Tip: If you can replace the reference with "you are" and the sentence makes sense, use you're.

Your proposal is excellent.

Could you share your recipe?

You're going to love the play.

Bob said you're taking a vacation.



Maturity Constraints	Policy Requirement	% of Total Accumulated	Portfolio Allocation	Within Limits
Under 30 days	10%	75%	82,508,535	YES
Under 1 year	25%	79%	87,619,600	YES
Under 5 years	100%	100%	110,496,920	YES
Maximum Weighted Average Maturity	3.00		2.47	
Maximum Single Maturity	5 Years		4.87	

Asset Allocation Diversification	Maximum Policy Allocation	Issuer Constraint	Percentage of Portfolio	Market Value	% within Limits
U.S. Treasury Obligations	100%		1.81%	\$ 2,001,006	
U.S. Agencies Primary FHLB	100%	30%	16.99%	\$ 18,771,712	YES
FNMA		30%	5.99%	\$ 6,614,482	YES
FHLMC		30%	7.31%	\$ 8,079,692	
FFCB		30%	1.88%	\$ 2,077,420	
U.S. Agencies Secondary FICO	20%	10%	1.81%	\$ 2,000,118	
FARMER MAC		10%	6.53%	\$ 7,215,667	YES
Municipal Debt Obligations	20%	10%	4.72%	\$ 5,217,605	YES
Certificates of Deposits	15%	5%		\$ -	
Bank Time Deposits & Savings Accounts	50%	5%		\$ -	
Local Government Investment Pool	100%		7.11%	\$ 7,853,235	YES
Total			100%	\$ 110,496,920	YES

Portfolio by Fund Allocation	Par Amount	Total Cost	Market Value	YTD Unrealized Gain/Loss	Yield at Cost
City of SeaTac - Core Investment Funds	\$ 27,840,000	\$ 27,779,653	\$ 27,988,386	\$ 208,732	1.49%
City of SeaTac Liquidity Funds	\$ 82,508,535	\$ 82,508,535	\$ 82,508,535		
TOTAL PORTFOLIO	\$ 110,348,535	\$ 110,288,188	\$ 110,496,920	\$ 208,732	

Extended Cash-Flows

#	CusIP	Par Value	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Year 1 Total
1	76116FAG2	2,662,000	0	0	0	0	0	0	0	0	0	0	0	0	0
2	3130A9SY8	2,510,000	0	0	0	16,943	0	0	0	0	0	2,510,000	0	0	2,526,943
3	76116FAD9	2,630,000	0	0	0	0	0	0	2,630,000	0	0	0	0	0	2,630,000
4	31331CQ5*	2,000,000	0	0	0	0	0	18,300	0	0	0	0	0	18,300	36,600
5	31422BPQ7	2,000,000	0	0	0	0	16,250	0	0	0	0	0	16,250	0	32,500
6	3135G0U43	2,000,000	0	0	28,750	0	0	0	0	0	28,750	0	0	0	57,500
7	3137EAE5	2,000,000	0	0	0	0	0	27,500	0	0	0	0	0	27,500	55,000
8	313381BR5	2,000,000	0	0	0	0	0	18,750	0	0	0	0	0	18,750	37,500
9	3135G0W33	2,000,000	0	0	13,750	0	0	0	0	0	13,750	0	0	0	27,500
10	3135G0T45	2,000,000	0	0	0	0	0	0	0	0	0	18,750	0	0	37,500
11	3135G0Q89	2,000,000	0	0	0	13,750	0	0	0	0	0	13,750	0	0	27,500
12	9128331C2	2,038,000	0	0	0	0	0	0	0	0	0	0	0	0	0
13	3130A3GE8	2,000,000	0	0	0	0	0	27,500	0	0	0	0	0	27,500	55,000
TOTAL		27,840,000	0	0	42,500	49,443	16,250	92,050	2,630,000	0	42,500	2,542,500	16,250	92,050	5,523,543

See Cash-Flows graph above "Recognizing Likelihood of Call" for current projected cash-flows

* Callable - currently not likely to be called
 ** Callable - currently likely to be called