



Bellevue Parks & Community Services

Marketing & Communications Plan

Department Vision

In Bellevue everyone can connect to each other and to nature through experiences that help them to live, grow, and thrive.

Department Mission

We build a healthy community through an integrated system of exceptional parks, natural areas, recreation, arts and culture, and a broad base of community services.

Equity: A System of Fairness

Equity acknowledges and removes disparities in opportunities, power, and resources so that everyone can reach their full potential to thrive. Bellevue Parks & Community Services practices equity, which is the responsibility of every individual in the department. Equitable access is a right, not a privilege, and is fundamental to our mission of serving all people. Through equitable policies, we cultivate ties that connect people to the fabric of our community.

Introduction

The City of Bellevue offers 2700 acres of open space, parks, and innovative programs and services to meet the needs of the community. In surveys, residents report high satisfaction with both the overall quality of life and the value of services provided for the tax dollar. Bellevue Parks & Community Services has developed an array of high-quality programs and services in order to advance the mission of “building a healthy community.” These programs and services are guided by a strong policy foundation in the department’s *Recreation Program Plan*, *Parks & Open Space System Plan*, and *Human Services Needs Update*. In addition, the City has a long-standing commitment to an open, transparent, and participatory government, and is committed to communicating with residents, program participants, and stakeholders on a regular basis. Parks are central to Bellevue’s identity as a City in a Park. Bellevue Parks & Community Services has embraced these principles and core policy documents.

In 2005, Bellevue Parks & Community Services developed a Marketing and Communications Plan which forms the foundation for this document. In creating the plan, the department looked at the marketing and communications functions from the overall citywide perspective,

and clearly recognized the need to integrate our efforts with the City's larger marketing and communications strategies.

That said, it is also important for Bellevue Parks & Community Services, already seen as a quality purveyor of parks and recreation opportunities throughout the community, to increase the community's understanding of the programs and services offered by the department, and value of these programs and services to the community. In addition to communicating information about the city, Bellevue Parks & Community Services needs to continue to tell the story of who we are, and why the department is important to the overall economic competitiveness of and quality of life in Bellevue.

Marketing Objectives

One of our primary obligations as a public agency is to ensure the relevancy, effectiveness, and efficiency of our programs and services:

- *Relevant* means a significant, measurable impact on an issue that is pertinent to the needs of the community. In simple terms, it means "doing the right thing."
- *Effective* is producing the desired effect.
- *Efficient* translates into producing results with no waste in resources.

The department is focused on determining and delivering on the needs of the community, ensuring that our programs and services are making an impact consistent with city policy, and performing our work in an open and accountable manner as required by a public sector organization. This approach to marketing and communications was outlined by a National Recreation & Park Association research update, *Repositioning for Resources* (Crompton and Kaczynski, *Parks & Recreation*, July 2004). The authors found that parks and recreation agencies must adopt a more strategic approach to communicating the benefits to stakeholders in the community, including residents and elected officials. After identifying which issues and needs are most important to the community, the agency must then decide which issues to focus on and position itself by ensuring that all elements of the marketing program consistently reinforce the benefits of the services to the community.

To accomplish this long-term, we need to manage to this philosophical base through a systematic, strategic approach for allocating resources. The result from this work will be meaningful programs and services packaged and promoted for strategic results that accomplishes our public service mission, secures our position as critical to the prosperity and quality of life in Bellevue, and maximizes the revenue potential of our public assets, programs, and services.

Situation Assessment

Bellevue Parks & Community Services is a complex organization with 8 different business lines encompassing 187 Full Time Employees and a \$44M annual operating expenditure budget. The department provides a wide range of programs and services, including more traditional parks

and recreation programs to adult misdemeanor probation services to sustaining the regional human services safety net.

The department collects over \$11M in user fees and charges each year. This revenue represents a significant contribution to the City's budget and thereby benefits many other City services. Virtually all Department revenue – with the exception of probation services – comes from voluntary customer purchases of department products and services. In this way, our department is unique to the City organization in that we are the only major market-based department in the City. While customers do not have a choice of who they purchase water from, buy building permits from, or which fire station serves their home, they do have the choice of which recreation programs they participate in and who they procure those programs and services from.

Our offerings are priced consistent with the pricing policy contained in the *Recreation Program Plan*. Additionally, the City does not charge a fee for many activities, like visiting a neighborhood park, hiking one of the City's trails, or select drop-in activities at community centers and facilities. These choices do, however, need to be effectively marketed and communicated to our stakeholders.

In order to communicate how these programs and services fit together, the Department uses a service delivery model to depict the interrelationships between our services and programs. This helps us achieve a common focus across diverse program and service areas.

We strive for a consistent approach to communicating who we are and the importance of our services to the larger community. Unlike a for-profit organization, we cannot measure our success using traditional yardsticks such as return on investment, market share, same store sales, or revenue growth. In many ways, managing a diverse public sector organization is more complex, and our unique challenge is to balance revenue goals while at the same time providing access, equity, inclusion and opportunity for all. This dichotomy can be extremely challenging, so a strategic marketing and communications program is a critical tool.

Given the department's broad orientation and the diversity of services, this plan is not about developing catchy ways to advertise our products or grow demand, but is more about organizing the department to deliver essential city services as effectively as possible. We clearly recognize that our prior success cannot be taken for granted and that constantly improving our service delivery is hard work. Therefore, we need to continually evaluate and modify our current structures and resources to ensure the marketing program operates in a relevant and effective manner.

Examination of Demographic Trends

The need for a systematic approach to marketing and communications is more important than ever. Both the skyline and the city's residents have changed dramatically since Bellevue's founding in 1953. For example, demographic information obtained from the U.S. Census shows

the increased ethnic and economic diversity of the community, a growing number of older adults, and changing family structures and expectations for how people live, work, and play. These rapid, ongoing changes require a nimble organization to respond to emerging opportunities and needs.

With a population of 145,300, Bellevue is the fifth largest City in the state. Bellevue's daytime population swells in the city's employment centers, with 150,150 current jobs in the city. Major employers include Puget Sound Energy, Symetra Financial, Microsoft, Boeing, T-Mobile USA, Verizon, Nordstrom, Overlake Hospital, Kaiser Permanente, and Bellevue College. Bellevue serves as the world headquarters of T-Mobile, REI, PACCAR, Bungie and Valve, among others. 67 percent of employees working in Bellevue are professional, scientific, management, business, or arts professionals. The four largest industry clusters are Information Technology; Business Services; Health, Beauty & Fitness; and Tourism.

The demographics of Bellevue's residents have changed over time. Bellevue's residents are aging, attaining a higher education level, are increasingly foreign-born, and are speaking a language other than English. Since 1970, annexations have represented 26 percent of Bellevue's population growth, which has grown 2.8 percent per year on average. In the future, Bellevue's rate of population growth is projected to slow to less than one percent per year with total population projected to reach 160,400 by 2035. Much of Bellevue's recent population growth has been concentrated in the downtown. With all potential unincorporated areas now annexed into Bellevue, most of Bellevue's future growth will come from new construction and development along the future light rail corridor in the Bel-Red and downtown neighborhoods.

For decades, most of Bellevue's residents have come from another state or from abroad. Since 1970, the share of Bellevue's residents who were born in a foreign country has increased steadily, climbing from five percent in 1970 to 37 percent in 2019.

Between 1990 and 2000, immigrants from foreign countries comprised about 67 percent of Bellevue's population growth. Between 2000 and 2010, immigrants comprised about 107 percent of Bellevue's growth, while the native-born population shrank in size. This phenomenon occurred in metropolitan areas across the country. Governing magazine found that 37 growing metro areas would have lost population had it not been for new residents from abroad. Since 2010, immigrants have comprised about 73 percent of Bellevue's population growth. The cultural background of Bellevue's population today is very diverse.

According to the US Census Bureau, minorities comprised 98% of the greater Eastside's population growth between 2000 and 2010. Of these individuals, 64% were born in Asia, 16% were born in Europe, and 11% were born in Latin America, with the balance coming from other regions of the world. In 1990, 14.7% of Bellevue's population were of a minority race or ethnicity. This grew to 28.3% in 2000, 40.8% in 2010, and now sits at over 50%. Bellevue is now more diverse than Seattle and most other cities in the region. The City Council has recognized the importance of celebrating our rich diversity in its vision statement:

*Bellevue welcomes the world. Our diversity is our strength.
We embrace the future while respecting our past.*

While the factors driving the increase in diversity are many, a primary driver is the growth of the technology sector, and companies' global hiring practices. One example of International growth has been through the H-1B program, which allows companies to hire foreign workers in specialty occupations for a limited period of time. Workers will come to the United States – often with their families – and work for several years. Many times, the spouses of H-1B workers are not eligible to work in the United States, which creates a skill/work experience gap. We continue to work to establish methods of communicating with this population and to understand recreation needs. Recent federal actions to limit immigration have created increased challenges when communicating relevant program and service information.

Economic Climate

Bellevue continues to have a disproportionate share of households with high incomes. In 2017, 27 percent of Bellevue's households had incomes of \$200K or more compared to 16 percent of all households in King County, and nine percent in Washington state. Bellevue had a similar proportion of households with incomes between \$75K and \$200K at 41 percent compared to that of the county at 42 percent, but a lower proportion of households with incomes under \$75K at 32 percent compared to 42 percent in the county.

In 2017, a fifth of Bellevue's households had incomes less than \$50K. Another 23 percent had incomes between \$50K and \$100K and the remaining 57 percent of households had incomes of \$100K or more.

Cougar Mountain/Lakemont, Somerset, Northwest Bellevue and West Bellevue all had weighted median household incomes upwards of \$130K. While Lake Hills, Crossroads and Factoria had weighted median household incomes below \$85K.

The percentage of individuals in Bellevue who have incomes below the poverty level has remained relatively constant over the decades. Both the 1990 and 2000 decennial censuses estimated the poverty rate for Bellevue to be about six percent. In 2010, it was estimated at nine percent. However, in 2017, the estimate was back down to about 6.5 percent.

In 2017, about 5.5 percent of children, 7.8 percent of older adults 65 years and over, and 19.9 percent of female single-parent families were in poverty. Crossroads and Lake Hills had upwards of 13 percent of people in poverty. Lake Hills, Downtown and Crossroads had upwards of 14 percent of children in poverty.

Bellevue Parks & Community Services offers up to \$500 per year, per individual in recreation scholarships to all Bellevue residents who meet income guidelines. Overall scholarship availability is not capped.

Market coverage by alternate providers

Bellevue, like most other cities, has a variety of public and private, scheduled and informal, structured and unstructured, recreation opportunities available to its residents. Whether it be through the direct provision of recreation programs or through the use of City parks, open space, and other recreation facilities, the City seeks to achieve several goals in the delivery of structured recreation programs and activities. Bellevue is served by a variety of recreation service providers, including private non-profit (Boys & Girls Club, YMCA, club sports, etc.), private for-profit (24 Hour Fitness, Arena Sports, etc.), and other governmental agencies (Bellevue School District, King County, City of Kirkland, etc.).

Consistent with the *Recreation Program Plan*, the city's delivery model of recreation and leisure service provision is based upon individual health and well-being, building community connections, and environmental stewardship. While recreation provides an opportunity for personal choice and development of individuality, Bellevue's programs and services further focus on exploring and cultivating the full richness of community diversity through social interactions. Program staff research and create recreational activities that support both individual and community well-being.

The recreational system in Bellevue is a complex network of private, non-profit and public service providers. Each has their own specific focus within the overall market. Most providers find their niche of the market based on motivations for profit or organizational mission. The *Recreation Program Plan* places the city's programmatic emphasis on filling gaps rather than competing with other local providers. The city focuses its programming and activities on introductory and basic skill development geared to address the needs of specific target populations. Services to non-target populations, and advanced and highly selective activities, are provided through the community's other recreation organizations.

When possible, the city partners with others to meet the recreational needs of its residents. Though the city is the largest provider of recreation services in Bellevue, other organizations may be in a better position to provide services at lower costs or with greater effectiveness than the City. This means more than simply contracting for services.

The city's participation in the Eastside Pathways initiative is one example. Eastside Pathways is a collective impact organization with a wide array of partners, including the Bellevue School District, social service nonprofits, community-based organizations, parent groups, businesses, funders, families, and youth. Eastside Pathways organizes collective action to benefit all Bellevue youth to improve school readiness, create engaging summer and extended learning opportunities, support good attendance, and enhance career readiness opportunities.

Some examples of these partnerships include the joint operating agreements with the Boys & Girls Clubs of Bellevue at South Bellevue Community Center, a Memorandum of Understanding with Bellevue Botanical Garden Society for educational programming and events at the Bellevue Botanical Garden, and a joint operating agreement with the Pacific Science Center at the Mercer Slough Environmental Education Center.

Ultimately, Bellevue Parks & Community Services strives to fill gaps within the community, rather than directly competing with the private sector for programming. Bellevue Parks & Community Services' chief competitors are a lack of discretionary time among our target audience, obesity and a sedentary lifestyle. The department addresses these things with direct provision of programs and services, and maintaining a network of high-quality outdoor recreation opportunities. Partnerships with other service providers in the community encourage people to be fit and active. Through these efforts, we increase opportunities for people to lead a healthy lifestyle.

Evaluation criteria and methods

Our programs and services must be relevant to meet public needs, priorities, and gaps in services to reflect our dynamic community. As we meet this ongoing need, our department works with residents and customers to understand how they view a diverse and healthy community.

Our department is focused on determining and delivering on the needs of the community, ensuring that our programs and services are making an impact consistent with city policy. We perform our work in an open and accountable manner as required by a public sector organization.

The following tools will be used to evaluate programs and services:

Recreation User Survey

Bellevue Parks & Community Services conducts regular surveys of its registered program participants through SurveyMonkey. This survey serves two main purposes. First, select data from the survey are reported in the City's performance management system and tracked against benchmarks established during the biennial budget process. Second, customer feedback is

Product & Program Evaluation Methodology

Plan Updates	Program Development
Statistically Valid Surveys	Non-Scientific Surveys
Non-Scientific Surveys	Recreation Provider Inventory
Focus Groups	Customer & Stakeholder Outreach
Stakeholder Interviews	Competitive Analysis
Board & Commission Outreach	Trend Research

Evaluation includes a mix of both **qualitative** and **quantitative** data sources.

incorporated into the department's recreation program planning efforts through the analysis of both quantitative and qualitative data. The survey includes the following questions:

- 1) Please tell us where the program you are rating was held.
- 2) My overall satisfaction with this course/activity was (5-item Likert scale).
- 3) How likely would you recommend Bellevue Parks & Community Services programs to your friends and coworkers? (Numerical scale, 1-10 – Net Promoter Score)
- 4) The quality of the instructor/coach was (5-item Likert scale).
- 5) The appearance of the facility/site was (5-item Likert scale). *
- 6) The safety of the facility/site was (5-item Likert scale). *
- 7) How would you rate our overall level of customer service? (5-item Likert scale).
- 8) Where did you hear about this course/activity? (Multiple check boxes)
- 9) Why did you choose to register with Bellevue Parks & Community Services? (Multiple check boxes)
- 10) How has the participant benefited from this program? (Open-ended)
- 11) Please share any additional comments you may have about the program you are rating and/or your experiences with Bellevue Parks & Community Services. (Open-ended)
- 12) Are you a Bellevue resident? (Yes/No)
- 13) May we contact you about your responses? If yes, please provide your email address.

* indicates an item that is also included on the citywide budget survey.

Surveys are distributed to registered program participants who have provided the department with an email address with varying sample methodology. Survey question sets are regularly reviewed for effectiveness.

Citywide Budget Survey

Bellevue's Finance Department conducts an annual survey in conjunction with its budget process. Several questions related to Parks & Community Services operations are included. While few are directly associated with the department's marketing efforts, several address awareness and use of parks and park facilities. Additional metrics provide insight into the effectiveness of citywide communications tools, such as the website.

Recreation Program Plan Outreach

To supplement the 2015 statistically valid Park & Open Space System Plan Update survey, the Parks & Community Services Department conducted additional public outreach in spring and summer 2019 to inform the 2020 *Recreation Program Plan* update. These additional outreach efforts focused on 1) engaging community members who don't typically participate in city programs, 2) identifying barriers to program participation, and 3) raising awareness about the department's program offerings. The goal was to gather qualitative data that would lead to

equitable and inclusive action items designed by and for all people who interact with the city's recreation and community services programs, with an emphasis on underrepresented groups.

The methods and strategies used for outreach were informed by existing public participation processes used by the City of Bellevue and a review of literature on community engagement in recreation planning, public sector program evaluation, equitable community engagement, and participatory action research (PAR). The outreach effort conducted by the department employed a layered approach of mixed methods comprising surveys, focus groups, listening sessions, and individual interviews. The diversity of research tools allowed different participating groups and individuals to respond in the manner most appropriate and suitable to their needs. All outreach included information on existing opportunities for recreation programming and distribution of the department's *Connections* program brochure.

Recreation Program Plan outreach methods included surveys, focus groups, listening sessions, and interviews.

Plan Updates

2020 Recreation Program Plan Update

Statistically Valid Surveys	Reflect on recent citywide budget survey, 2015 Park & Open Space System Plan update survey, etc.
Non-Scientific Surveys	In-person intercepts, online outreach, and promotion at community centers. Focus on reaching culturally diverse audience and people who don't typically participate in our programs. Survey languages: English, Spanish, Chinese, Korean, Russian, Hindi Partnered with NISO Promotores to distribute to Spanish-speaking residents
Focus Groups	Two focus groups – parents of children under 13, adults with no children or children over 13. No recent participation in BP&CS programs.
Stakeholder Interviews	Formal and informal discussions with staff, existing customers, and key participant groups. Focus on reaching culturally diverse audience.
Board & Commission Outreach	Parks & Community Services Board, Human Services Commission, Youth Link Board, Bellevue Network on Aging

Program Development

Program development comes in many different forms. Programmers regularly evaluate individual programs both in terms of phase of program development (growth/decline/petrification) and alignment with goals identified in the *Recreation Program Plan*.

On a periodic basis, a more in-depth study will be conducted on either an individual line of business, a specific category of programs or type of demographic served, or an entire

community center’s programming. These reviews help to align community needs with program offerings.

Recent examples include:

- Community needs assessment of Downtown and Northwest Bellevue neighborhood areas by Northwest Arts Center during development of programming at the Boys & Girls Clubs of Bellevue Main Clubhouse.
- Research and outreach to residents in Bel-Red, Crossroads and Wilburton neighborhoods to evaluate current and future programming needs at Highland Community Center.
- Development of a strategy to evaluate programming gaps in the northernmost portions of our city as North Bellevue Community Center evaluates its program mix.
- Collaboration and communication by Crossroads Community Center with other service providers in the Crossroads neighborhood to identify community gaps, areas of service saturation, and opportunities for greater coordination.

Currently, the South Bellevue Community Center is conducting an in-depth community needs assessment. This assessment is utilizing a multitude of tools, including the following:

South Bellevue Community Center Community Assessment

Program
Development

Non-Scientific Surveys	Recreation user survey, neighborhood survey
Recreation Provider Inventory	Research other organizations providing similar and compatible services in the region. National Recreation & Park Association Facility Market Report.
Customer & Stakeholder Outreach	In-facility intercepts, comment cards, word-of-mouth, conversations with facility users, frequent visitors/customers, operational partners, and instructors.
Competitive Analysis	Survey of other similar recreation providers, market analysis. Evaluation of benefits provided by SBCC vs. other recreation providers.
Trend Research	Conversations with customers, instructors, and other recreation service providers. Review reports such as the Seattle Recreation Demand Study and broader trend data relating to facility niche markets (zip line/challenge course, fitness programming), etc.

Resident Outreach

The Parks & Community Services Planning and Development Division regularly conducts outreach to populations within Bellevue when planning new parks and facilities. These outreach efforts come in the form of public meetings, informal surveys, and consultant-led processes and provide insight into the community’s needs.

Data Analysis

While our current management information systems provide a multitude of data on program trends, participants, demographics, and access, we have identified our use of *Business Intelligence* as an opportunity for providing greater insight into the organization's data. Business Intelligence systems bring together multiple data sets and can facilitate real-time data-informed decision making. In 2019, department staff worked with a team of researchers from the University of Washington to develop a preliminary plan for making better use of existing data as well as identifying gaps in our data collection efforts.

The department's Strategic Plan identifies a need to increase centralized data collection and research capacity to identify gaps in service, share information and support outreach and decision making.

Marketing methods

Marketing is approached using a "three-legged stool" model, in which research, analysis, and outreach are equally important components of the marketing program. In order to be successful at promoting programs and services, the marketing program needs to be built on a solid foundation of data and analysis.

Likewise, the outreach process itself must have a strong data component, with analysis of trends leading to an understanding of the efficacy of certain types of promotions in order to be successful.

Bellevue Parks & Community Services currently conducts its marketing efforts in a largely decentralized manner.

Parks & Community Services Marketing Model



While this Plan primarily focuses on the revenue-generating portions of the department (Recreation, Enterprise, and some Natural Resources programs), it is important to remember that Bellevue Parks & Community Services has several additional lines of business. Park planning and development, delivery of human services programs and administration of block grants, provision of adult misdemeanor probation services, and maintenance and operations of parks and natural areas all fall within the purview of the department, and subsequently within this Plan. Bellevue is considered a *City in a Park*, so the department's core messages are built largely on the non-revenue-generating business units.

Research is conducted in several ways, including:

- In-person: conversations with program participants at any point during the registration and program cycle.
- Post-course surveys: surveys are distributed regularly to program participants, providing staff with valuable feedback on a variety of measures.
- Community budget surveys: the City's Finance Department conducts an annual survey with a number of questions relating to access to parks, ratings of the safety and appearance of parks and facilities, and other similar, relevant questions.
- Other surveys: the department has historically collected data through a number of tools, including the biannual Human Services Needs Update, and occasional department-specific surveys for major initiatives (i.e. major updates to the Recreation Program Plan and Parks & Open Space System Plan.
- Data mining: a variety of systems (registration and facility scheduling, website analytics, etc.) collect vast quantities of data. These data can be mined using system and custom reports, and may be available at the micro- (course) and macro-level (brochure section, facility, department, comparative cities studies, etc.).

In 2015, a Request for Proposals was fielded for a new activity registration and facility scheduling system to replace our 15 year old registration system, Class. Beginning with that implementation, program staff gained the ability to download large quantities of data directly from the registration system, without the assistance of central recreation management or information technology staff. These reports provided staff with the ability to make data-informed decisions on program offerings. In early 2018, activity registration and facility scheduling went live in BlueRec. Staff continues to work with the vendor to streamline reporting capabilities.

In addition to the various sources of in-house data, Bellevue Parks & Community Services regularly meets with other service providers through a variety of venues, including Washington Recreation & Park Association meetings and conferences, gatherings of local nonprofit service providers, and ongoing discussions with partner agencies. These forums encourage open discussion and sharing of ideas, which help inform product development, and identify trends and future programming opportunities.

For the non-Recreation and non-Enterprise portions of the department, research is largely targeted to very specific groups depending on the initiative. For example, the Human Services division's research program collects data from a variety of sources, including surveys, interviews, community conversations, and publicly available data for the biannual Human Services Needs Update. The Planning & Development division also includes a variety of outreach methods in its park master planning and design processes. These methods are largely customized for the individual project, based on the level of community interest and the size and type of the project.

Analysis is conducted in a variety of ways, and can involve both qualitative and quantitative data obtained through system reports and exports, customer feedback, survey data, and trend data. Bellevue Parks & Community Services reports a portion of its analysis of program data to the City's performance management system. The department also contributes to the NRPA Park Metrics database, a comprehensive source of comparative national data on park and recreation agencies.

Customer satisfaction is core to the City's leadership philosophy. We, as a City, value our customers, and consider their interests in everything we do. As a department, it is important to understand our customers' needs through quantitative and qualitative data analysis.

In 2019, department staff partnered with the University of Washington's Livable City Year Program to evaluate data, reporting, and analytical needs within the department. Researcher recommendations are being incorporated into strategies which will help the department better understand our current and potential customer base, service gaps, and programmatic needs. A specific focus of these efforts will be to identify and reach underrepresented populations. This research has advanced department's understanding of data analysis to incorporate the concepts of business intelligence.

Bellevue Parks & Community Services, as part of its performance management process, conducts a regular recreation user survey approximately four times per year, reporting data to the city's performance management system. These data are analyzed for trends. In addition, written comments are evaluated for potential trends and issues, with relevant data reported back to program management and supervisors.

When people think of marketing, they often see **Outreach** as synonymous with the overall concept. Bellevue Parks & Community Services has been working to shift this paradigm, encouraging staff to see promotions, communications, and outreach as being components of a larger process. As such, central department staffing has been primarily focused on management systems, research, data analysis, and key department-wide promotional efforts.

Our current outreach efforts are staffed by three employees at the department-level:

- The Public Information Officer is primarily responsible for the department's earned media strategy, media relations, outreach, Council relations, and event planning, and is the department liaison to the citywide Public Information Officer team. This position is the policy lead on the department's social media strategy and co-develops the e-Newsletter with the Marketing Administrator.
- The Marketing Administrator is primarily responsible for department marketing strategy, program and product evaluation, business intelligence, paid media, liaison with Visit Bellevue Washington, and branding. This position collaborates with the Public Information Officer on social media strategy, co-develops the e-newsletter with the PIO, and collaborates with the Website Administrator on website information architecture and new features.
- The Website Administrator is the primary point of contact to program staff for posting and maintaining content and development of website strategy. This position collaborates with the Public Information Officer and Marketing Administrator on content maintenance, and all three positions maintain administrative rights on the Parks & Community Services webpage.

Each of these positions directly support the provision of services to customers within each of the department's business units.

Department Outreach Structure



The department's community outreach efforts are currently largely decentralized. Those efforts that are centralized include management of the department Website, production of the program brochure, management of the registration and scheduling system, production of the department's e-newsletter, media relations, some photography, and graphic design services. Use of these promotional tools is guided by a framework of policies and procedures, some of which are set by other departments and workgroups.

A decentralized model provides a great deal of autonomy for program staff. The department should continue to evaluate the balance of centralized vs. decentralized services, and regularly identify opportunities to improve the department's marketing program.

Segmentation, targeting, and positioning

Bellevue Parks & Community Services conducts regular program surveys which provide valuable data about promotional material consumption, effectiveness of communications, and quality of programs. In addition, data are available through the registration and scheduling system which provide staff information on participation by ZIP code, residency, duplicated/unduplicated participant counts, and a variety of other messages. These data can be further refined or displayed to help staff readily identify trends, program use, or a variety of other measures.

These data can also be used to segment the market, allowing more targeted messages to specific sectors of the department's customer base. An example would be the development of an email list of customers who have children on a wait list for a specific week, which would then be used to promote camps with lower enrollment. At a higher level, customers can be segmented geographically, by basic demographic data (gender, age, residency, etc.), or previous program participation.

At the department level, most promotions are segmented and targeted based on macro-level criteria (i.e. participation in a broad category of programming, or participants falling within a specific age range). Business units are more likely to seek specific targeted audiences (i.e. participants whose fitness center pass expired within the past six months), and as such have slightly different needs in the current context of the department's marketing program. In many cases, the tools are the same, and rely on quality data from the department's registration and scheduling system.

Bellevue Parks & Community Services seeks to position itself as **a cohesive force that improves the quality of life and economic prospects for all Bellevue residents**. Effective positioning and brand development is a long-term effort. Effective positioning is about building long-term equity and understanding among key constituents about the value of an organization. In the case of Parks & Community Services, we work to educate Bellevue's taxpayers, Councilmembers, and other decision makers about the value of a well-run and well-financed system of parks, recreation and community services, facilities and human services infrastructure.

As such, the Department should commit to positioning Parks & Community Services as a cohesive force in the community that not only improves the quality of life in Bellevue but also helps to further the city's economic and competitive advantage.

The Department's Diversity Strategic Plan places an emphasis on providing programs that reflect the needs of diverse communities by providing opportunities to gather feedback and input in planning, communication, and delivery. This includes improving our department's external communication and marketing strategy to ensure it reflects the needs of diverse populations. The Recreation Program Plan places an additional emphasis on identifying and removing barriers to participation, and increasing data collection and analysis to better understand our current and potential customer base, service gaps, and programmatic needs, with a specific focus on the needs of underrepresented populations.

In order to position itself as a vital stakeholder in the City's economic development efforts, Bellevue Parks & Community Services actively participates in Visit Bellevue Washington's initiatives. VBW is the official destination marketing organization for the City of Bellevue. In 2019, 2.2 million overnight visitors contributed \$691.33M in direct visitor spending, with an overall \$1.8B economic impact. The Department has been working with VBW staff to highlight parks and recreation opportunities which appeal to visitors to Bellevue.

In addition, Bellevue is seen as a *City in a Park*, so the department has supported VBW with high-impact imagery to reinforce this message. While the travel and tourism market does not have a strong revenue generation component for the department, the city's parks and natural areas convey the message that the people of Bellevue care about their city, and help people see that Bellevue is a great place to live, work, play, and visit.

Marketing Promotions Mix

Bellevue Parks & Community Services promotional toolkit includes a variety of print, electronic, and media relations tools. In recent years, the organization has seen a shift to a greater reliance on digital communications, which has allowed for more targeted, and more frequent communications with our customers. The department has identified a need to increase outreach to underrepresented populations and customers not currently connected with its programs and services.

Program staff is encouraged to work with the City's Graphic Services staff when producing promotional materials. These designers have a strong understanding of department programs and services, and develop high-impact promotional campaigns. Parks & Community Services is also one of several departments which occasionally utilize external designers on a case-by-case basis.

Prior, and subsequent, to making changes in various promotional strategies, the department included several questions about marketing preferences on its end-of-course program evaluation. Even with reductions in the print run and changes to distribution strategy, the

Connections program brochure remains the top source of recreation program information, closely followed by Internet and word-of-mouth.

In a 2018 customer survey, respondents showed a preference for receiving information digitally (84 percent of respondents responded that they personally did not need access to a physical copy of the program brochure). Customers echoed staff concerns about maintaining access to program information and registration for those without access to computers. This survey contrasts with a 2011 survey, where 49 percent of respondents indicated that they found either slight or no value to the printed registration form in *Connections*. 2018 results show a significant increase in preference for digital access.

Customers were also asked to provide feedback on the online registration experience. Of the respondents to the 2018 survey, 79 percent responded that they had accessed the course catalog and registered for programs online. Of those respondents, over half indicated that the registration site was difficult to maneuver, and almost one third found

Current promotional efforts include several key components:

***Connections* Program Brochure:**

The department's program brochure, *Connections*, is printed three times per year, with production managed centrally within the administration division. Since 2006, the publication's distribution strategy has changed considerably. In late 2009, the brochure transitioned from being published four times per year, to being published three times per year. Subsequently in fall 2010, mailed copies of the brochure were eliminated, with hardcopies only delivered through community locations. At the same time, an e-newsletter was implemented to offset the shift in distribution strategy. In the intervening years, distribution of printed brochures has continued to decrease as more customers shift to consuming information digitally.

Connections is also distributed electronically in PDF format. This publication is interactive, allowing customers to click activity titles, with web links opening the associated activity's online registration page. This publication is posted to the City's website, and is linked from the e-newsletter and various other digital resources. In 2019, there were 39,242 visits and 32,990 pageviews to the *Connections* webpage, with an average page view time of nearly five minutes.

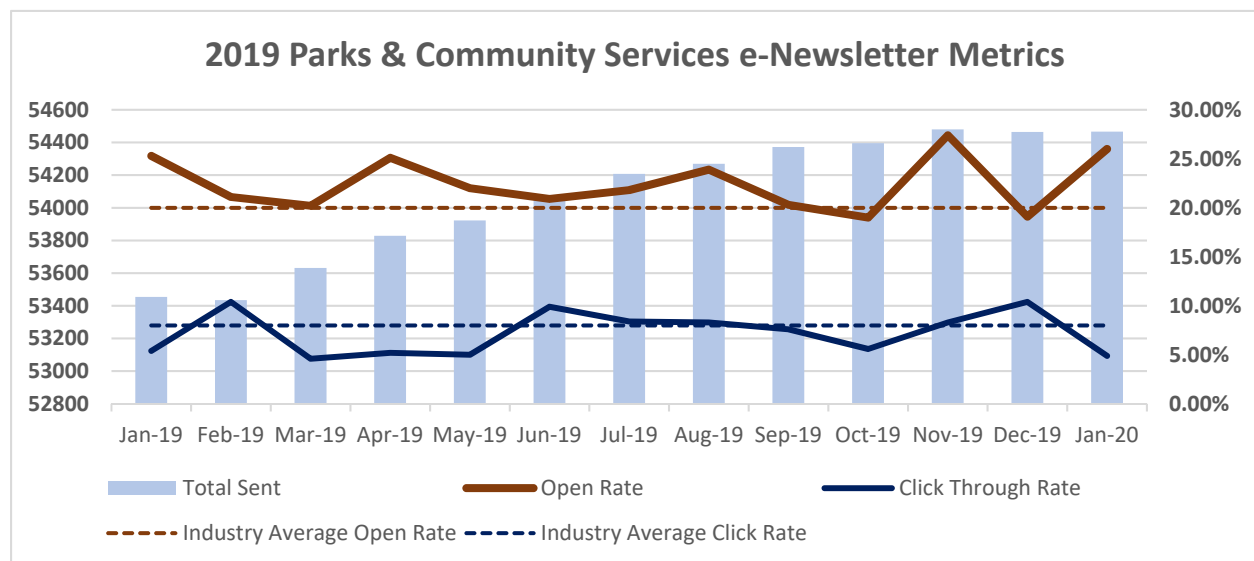
The current distribution of *Connections* – both in electronic or physical copy – has remained static, with challenges reaching an audience beyond current customers. The publication is distributed to community centers and facilities, limited school sites, libraries, and other community facilities. The department recognizes the need to expand distribution of program information like *Connections* to underrepresented populations throughout the community.

A primary recommendation from the University of Washington researchers was implementation of an online customizable program brochure, which mirrors previous staff research on potential improvements to *Connections*. This brochure will have benefits to both

customers as well as staff. Customers will be able to self-select programs of interest and create a publication that includes information to match. The tool will also be useful to staff, who will be able to create program- or facility-specific brochures for either print or electronic distribution with department branding pre-applied. 15% of survey respondents indicated a personal need for access to a physical copy of the brochure, so any digital strategy will also include tactics which provide information in print where needed.

E-Newsletter

In June 2009, Bellevue Parks & Community Services distributed its first e-newsletter to 15,806 individual email addresses. In the ten years that have elapsed, the list has grown to 54,500 individual email addresses with an open rate usually at or above average for the industry. The list grows primarily through addition of registered program participants. Further organic list growth occurs through a sign-up link from the *Connections* webpage. The newsletter is mailed on a monthly basis, with occasional mid-month issues being sent as program or event needs dictate.



The e-newsletter serves both the promotional as well as the communications needs for the department, and is jointly developed by marketing and public information staff. In addition to Parks-specific content, information is included on other city and community programs and initiatives which are relevant to customers.

In addition, Parks & Community Services content is published in other city communications channels, such as *Neighborhood News*, produced monthly by Neighborhood Outreach, and *It's Your City*, produced quarterly by the City Manager's Office.

Website:

The department's website is centrally managed, with program staff submitting content requests to a central department staff contact.

In 2016, the city conducted the first major redesign of the city's website in over ten years. The new website was designed through a mobile-first strategy, using responsive design. In addition, technological and policy improvements brought the site up to modern accessibility standards. Concurrent with the redesign, the site was re-architected resulting in a new, more modern navigation structure.

In 2018, the Information Technology Department transitioned the website to Drupal, a new content management system. This system provides enhanced functionality, security permissions, and more flexibility with future enhancements. Functionality improvements and information architecture modifications are being explored, with an emphasis on customer-focused features.

Advertising:

Bellevue Parks & Community Services places advertisements in publications, including ParentMap and Seattle's Child magazines. Advertising is generally targeted toward revenue-generating activities.

Advertising is mostly coordinated at the department level, though some business units purchase advertisements for special events. Bellevue Youth Theatre, for example, has purchased several advertisements in ParentMap magazine, and sees increases in ticket sales as a result. Though little quantitative data exists on the efficacy of paid advertising, several program evaluation responses have indicated that customers learned about Bellevue Parks & Community Services programming through advertising. As word-of-mouth is one of the department's best advertising methods, reaching even one participant could result in several new participants registering for programs in the future.

Most historical advertising has been focused on English language publications. In the coming years, additional emphasis must be placed on connecting with those who are not aware of department programs and services. This is in alignment with goals and actions identified in the department's Strategic Plan, Diversity Strategic Plan, and Recreation Program Plan.

Translation is an emerging area of focus. A number of publications in recent years, including the scholarship application form and promotional materials, have been translated into multiple languages to address systemic inequities in both access and participation. More work is necessary in this area, and the department will be a key stakeholder in citywide efforts to establish policies, procedures, and funding.

Social Media:

Bellevue Parks & Community Services has been a leader in both promotion and adoption of social media tools in the city. The department-wide Facebook page is over ten years old and has expanded largely due to organic growth in followers. Day-to-day content management on the department Facebook and Twitter accounts are largely handled by the Public Information Officer. Occasional paid advertising, managed by the Marketing Administrator, is taken out through the department's Facebook page.

The department uses social media to facilitate community building and information sharing rather than viewing the platform as a reliable advertising tool. Facebook is largely pay-to-play, resulting in reduced engagement with posts. Social media may be a viable tool as the department works to build community and advocacy within each of its various business units.

Work is underway to refine the department's social media strategy within the framework of the city's social media policy to expand social media tools within department business units. This work will include an evaluation of appropriate channels, aligning platforms with user demographics.

Events

Attendance at events can be an extremely effective method of advertising programs and services. Bellevue Parks & Community Services regularly participates in several events which allow staff to connect directly with potential program participants.

In recent years, the department has increased its profile at the annual CampFair day camp promotional event. As a sponsor of the event, the department receives a significant amount of logo recognition, placement of collateral in take-home "goodie bags" and premium booth placement. Timing of summer day camp registration has been modified to coincide with this event, and the department has seen a trend of early camp registration emerge.

In addition to CampFair, the department works to find other venues to connect with customers. Many of these events are associated with summer day camps (i.e. Crossroads Bellevue's summer resource fair, several school-based events, etc.). Opportunities exist to enhance department-wide coordination on messaging, booth content and appearance, and event staffing.

In order to reach more diverse portions of Bellevue's population, an emphasis must be placed on identifying events which serve underrepresented individuals. Additionally, translation must be considered when participating in events at which the primary language spoken is not English.

Media Relations

Bellevue's City Manager's Office coordinates and manages media relations efforts citywide. The Parks & Community Services Public Information Officer, the department's liaison to the cross-departmental PIO team, is responsible for managing news releases, city video services, council communications, and contributions to the City's quarterly newspaper.

The City of Bellevue's Media Relations Policy guides the department's interactions with the media:

Effective media outreach is critical to the city's ability to communicate with an informed and engaged public. Delivering consistent messages and rich content through multiple, complementary channels is integral to the city's communications strategy, which is led by the city's Communications Team. Through its multi-channel approach, the city uses a variety of communications to reach its intended audience(s) and to help shape and tell the Bellevue story.

The policy (Attachment A) provides guidance on proactive and reactive media outreach and who is empowered to serve as city spokespeople.

Bellevue Parks & Community Services interacts with the media in response to inquiries or through proactive media pitches including issuing news releases and contacting reporters about events, activities, and services. Through the years, the department has seen solid coverage in the Bellevue Reporter's print and web publications. In addition, the department has found social media (and Twitter, in particular) to be an effective tool to reach earned media outlets.

Media relations are also important for the department's non-revenue-generating activities. Press releases and media coverage regarding park planning and development initiatives are one of the best ways to engage a large portion of the community. Examples of media coverage of events includes the grand opening of Meydenbauer Bay and Surrey Downs Parks, updates to the Human Services Needs Update, and information about opportunities to donate clothes and toys during the annual KidsCare Coat Drive and the Holiday Toy Drive. This coverage has increased the awareness of the broad range of programs and services the department offers.

Bellevue Television

The City of Bellevue, through a partnership with Bellevue College, operates Bellevue TV – Cable Channel 21. This station is included within the City's cable franchise agreement with Comcast. Monthly, college and city staff produce *Lake to Lake*, a news show about Bellevue. This provides monthly coverage of a number of Parks & Community Services events and activities – in addition to highlighting citywide initiatives.

Citywide Communications Strategy

A multi-channel communications strategy guides citywide efforts to tell the story of Bellevue as a great place to live, work, learn and play. This strategy provides guidance on developing compelling messages, promoting the city and facilitating engagement. The use of multiple channels is encouraged to maximize the effectiveness of outreach efforts.

The City's Branding Standards and Guidelines (Attachment B) ensure that communications about city programs and events are consistent and readily understandable for a broad range of audiences. This guide is intended for use when preparing communications for broad external or internal audiences.

The City also maintains a set of Website Policies and Procedures (Attachment C), which provide standards on linking, appropriate content, and moderation of user-generated content. These policies and procedures govern both static Web and Social Media content.

Marketing Strategies and Action Items

The following marketing strategies and action items have been identified as priorities for Bellevue Parks & Community Services to work on during the next five years.

A. Position Bellevue as a cohesive force that improves the quality of life and economic prospects for all residents, integrating recommendations from the Department Diversity Strategic Plan in the department's marketing and communications efforts.

- Ensure residents are aware of the broad array of programs and services offered by the department, seek opportunities to eliminate barriers to participation, and work to increase access to information.
- Continue to partner with Visit Bellevue Washington to promote the range of parks, community services, and recreation opportunities within Bellevue.
- Leverage existing marketing and communications resources to provide culturally responsive services and improve public outreach and civic engagement.
- Conduct a comprehensive review of public information tools, protocols, and resources to identify strategies and methods for more effective communication with underrepresented populations.

B. Enhance the Bellevue Parks & Community Services website to increase information access and dissemination.

- Improve functionality and navigability of existing site, reviewing information architecture to ensure it is relevant and customer-focused.

- Develop site enhancements which provide added value for site visitors, including consistent templates for major categories of pages (parks, community centers, etc.), more robust amenity search functionality, mobile-enabled mapping, and additional photographs and videos.
- Continue to collect high-impact imagery and video which reflects the unique nature of Bellevue's park and open space system, and wide array of recreation programs.
- Identify opportunities to translate materials on website into the city's top languages.

C. Increase data collection and analysis to better understand our current and potential customer base, service gaps, and programmatic needs, with a specific focus on underrepresented populations.

- Develop data reporting tools which will provide recreation programming staff with real-time data relevant to program planning and promotion.
- Convene a data committee to explore opportunities to more effectively utilize data.
- Develop a strategy for management of data and reporting in the department.

D. Explore opportunities to promote programs and services beyond current customer base using a combination of print and digital tools.

- Within city social media policies, develop and implement department social media platforms which encourage community-building and information-sharing.
- Implement online, searchable program brochure to provide more relevant information to program participants. Develop strategy to maintain access to print publications for those customers without digital access.
- Be flexible and nimble, adapting to new tools, tactics, and techniques.

E. Participate in citywide rebranding efforts, positioning the department to differentiate its programs and services from those offered by other service providers in the community.

- Within city branding standards and guidelines, competitively promote department programs and services to the community, differentiating the department from other local and regional service providers.
- Within city branding standards and guidelines, develop departmental style guide, logos, and value propositions which reflect the diverse programming opportunities offered by the department.

F. Continue to evaluate opportunities to enhance the Marketing & Communications program.

- Evaluate the balance of centralized vs. decentralized marketing tasks, and consider tools and tactics which streamline the marketing process and enhance the department's brand.
- Consider tools such as communications templates or guidelines, improved access to images and graphics, web and social media support, and analysis of trends and routine data reporting.
- Identify marketing and communications training needs within the department, implementing training programs where appropriate.

Attachment A

**Media
Relations
Policy**

MEDIA RELATIONS POLICY

Statement of Purpose

The purpose of this Media Relations Policy is to provide the City of Bellevue with guidelines on how to keep the public – through media outreach – fully and accurately informed of programs, services, events and issues in a timely and appropriate manner.

Effective media outreach is critical to the city's ability to communicate with an informed and engaged public. Delivering consistent messages and rich content through multiple, complementary channels is integral to the city's communications strategy, which is led by the city's Communications Team.

Through its multi-channel approach, the city utilizes a variety of communications to reach its intended audience(s) and to help shape and tell the Bellevue story. These channels and tools evolve over time as technology evolves.

The sections below include:

- | | |
|-----------------------------------|-------------------------------------|
| I. Definitions | V. Guidelines for Speaking to Media |
| II. City-Initiated Media Outreach | VI. Social Media Usage |
| III. Official City Spokespersons | VII. Communications Team Contacts |
| IV. Handling Media Inquiries | |

I. Definitions

- a. Media:** Anyone who is seeking information from the city for disseminating it to the broader public with the goal to reach or influence a wide spectrum of people. This includes traditional print, television and broadcast journalists, as well as bloggers and vloggers (video bloggers).
- b. Media Outreach:** Includes, but not limited to, issuing news releases, arranging press conferences, scheduling and preparing for editorial boards, writing and submitting letters to the editor and opinion editorials (op-eds), posting to media's social media sites, setting up media briefings or tours, proactively contacting media and coordinating with regional partners on communications strategy. Public notices placed in newspapers or sent to media through the city's electronic alerts are exempt.
- c. Communications Team:** City of Bellevue Communications Office (Comms Office) and the department public information officers (PIO).

II. City-Initiated Media Outreach

- a.** Media outreach shall originate with the Comms Office or with a department PIO, who then coordinates closely with the Comms Office.

- i. Staff should engage a member of the Comms Team early in the planning process to help ensure the most effective external and/or internal outreach.
- ii. Exceptions include immediate public safety issues (see section IV below).

b. Media Contact Lists

- i. The citywide PIO, in coordination with department PIOs, monitors and updates media contact lists.

III. Official City Spokespersons

It is the role of the city manager and chief communications officer to determine which of the following individuals may serve as a city spokesperson for a specific media inquiry.

- | | |
|--|---|
| - Mayor and other
City Councilmembers | - Assistant City Managers and
Department Directors |
| - City Manager | - Chief Communications Officer |
| - Deputy City Manager | - CMO and Department PIOs |
| | - City subject matter experts |

IV. Handling Media Inquiries

c. Coordination with the Communications Team

- i. Coordination is important to ensure uniformity and consistency in our response, as well as identify an opportunity to promote other relevant programs, services, etc.
- ii. In departments with a dedicated PIO, staff should coordinate any response to the media with the department PIO.
- iii. In departments without a dedicated PIO, staff should coordinate with the deputy communications officer and/or chief communications officer.
- iv. PIOs will coordinate the response with the chief communications officer, which includes strategy, messaging and recommendations for spokesperson(s).

d. Notification to City Council and Leadership Team

- i. The chief communications officer, or delegate, is responsible for informing the city manager and appropriate department director(s) – specifically those without a department PIO -- of media inquiries and any potential media coverage.
- ii. They will determine when and how it is appropriate to notify the full Leadership Team and City Council.

e. Examples of types of media inquiries

- i. Routine, general or fact-based
 - 1. City staff may provide information to media that is public, such as program information, event details, permit status, etc.
 - a. Exception: Forward any media inquiry regarding the Police or Fire Departments to the department's PIO.

- b. City staff should inform the chief communications officer or department PIO of media interactions preferably before or at least immediately following these interviews.
 - c. Any correspondence by email should include the department PIO and/or chief communications officer in the “cc” field.
- 2. Highly sensitive, controversial or high-profile topics
 - a. Direct these inquiries to the chief communications officer and appropriate department PIO.
 - b. A suggested response to media inquiries is, “Thank you for your inquiry. Our communications office handles these types of requests. I will forward your request to them but please also feel free to reach out to them directly at (include contact info).”
- 3. Immediate public safety issues (Police and Fire)
 - a. The Police and Fire PIOs are responsible for releasing timely, accurate information to the public regarding immediate public safety issues as managed by their respective departments.
 - b. These PIOs follow their department’s standard operating procedures (SOPs) regarding media inquiries.
 - c. The Police or Fire PIO notifies - within a reasonable amount of time - the chief communications officer of any major incident, related media inquiries, potential media coverage and neighborhood/community outreach (planned or completed). The chief communications officer may decide to escalate it to the city manager.
 - d. The city manager, chief communications officer or department chief will notify the City Council of the event, neighborhood/community outreach and expected media coverage.
- 4. National media (TV, print, radio, wire services and any associated blogs)
 - a. Direct all national media inquiries to the chief communications officer who will coordinate a response with the appropriate department director, department PIO and/or subject matter expert.
 - b. This excludes trade publications related to a specific department or city operation.
 - c. A suggested response to media inquiries is, “Thank you for your inquiry. Our communications office handles these types of requests. I will forward your request to them but please also feel free to reach out to them directly at (include

contact info.)”

5. On-air (radio or television, live or pre-recorded), non-immediate public safety
 - a. Direct these inquiries to your department PIO, deputy communications officer or chief communications officer.
 - b. Department PIOs will notify the chief communications officer prior to a city spokesperson going on air.
6. Public records requests
 - a. The City’s Public Records Officer, or designee, is responsible for handling all public records requests submitted to the City (see BCC Chapter 2.26 and City Public Records Act Rules).
 - b. In the event that the media requests information through the Public Records Office, his/her request is handled as any other public request.
 - c. Public Records staff will notify the chief communications officer of such requests upon receipt and provide an update as the responsive record(s) is provided to the media.
 - d. The Comms Office or department PIO will forward any formal public records request from the media to the Records Office for processing.
7. Council actions, agenda and other issues
 - a. The assistant city manager/city clerk (ACM) may provide the media with public information and then forward any additional requests to the chief communications officer.
8. Litigation and other legal issues
 - a. The city or prosecuting attorney may provide the media with public information, after which they should notify the chief communications officer of this interaction.
 - b. The chief communications officer will handle further follow-up to the media request in coordination with the city or prosecuting attorney.
9. Employment-related issues
 - a. Any media inquiries involving employment matters including employment status, personnel processes (such as complaints and grievances) and labor negotiations must be forwarded immediately to the chief communications officer, who will coordinate any response with the human resources director and/or city attorney.
 - i. Exception: All media inquiries related to Police Department personnel must also be directed to the

department's PIO.

10. Election issues

- a. City staff, with the exception of the assistant city manager/city clerk (ACM), are prohibited from speaking to the media about election issues – local, state or federal – which includes ballot initiatives, campaigns for public office, etc. See HR Policies and Procedures Chapter 5.1.3 for additional information.
- b. Direct these types of inquiries to the chief communications officer who will coordinate a response with the city manager or ACM.

11. Personal points of view

- a. Staff is strongly discouraged against providing the media with any personal points of view. However, if these statements are made, staff should be clear that the position is a personal point of view and is not the official position of the city.

12. Crisis Communications

- a. During an emergency, the public information officer or PIO in the Emergency Operations Center (EOC) is the main contact for the media.
- b. EOC PIOs may include the chief communications officer, deputy communications officer and/or any department PIO or trained back-up.
- c. Examples of emergencies include severe weather events, flooding, acts of terrorism, natural disasters, or major public works disruptions.
- d. See the Comprehensive Emergency Management Plan (CEMP) Emergency Support Function (ESF) 15 – Public Affairs, EOC Manual and PIO SOPs for more details.

V. General Guidelines for Speaking to Media

- f. While a timely response to media is important, it is even more important to be prepared with your notes and main messages before returning a reporter's call.
- g. When responding to a media inquiry, here are some questions to ask:
 - i. Name of the person, media organization, contact information
 - ii. The focus and subject(s) of the story
 - iii. What is your deadline?
 - iv. When will the story run?
 - v. Potential questions and/or topics that interview may involve
- h. All conversations with the media should be treated as "on the record" – this includes background information. Any information released by city staff to the media may be attributed directly to that employee.

- i. Staff is advised against speculating about hypothetical situations.
- j. Staff will inform the media that they will be notifying the Communications Team of the inquiry in case they want to provide the media with more information.

VI. Social Media

- k. To facilitate greater community engagement and deliver information about city services and programs to additional audiences, the city maintains pages/profiles on social media sites. Social media sites typically allow posting of content – including text, photos and videos – by site visitors.
- l. All Bellevue social media sites or services are considered an extension of the city's information networks and are governed by the Bellevue Technology Resource Usage Policy and/or Website Policy and Procedures, which includes the process for evaluating and approving new social media sites/services.
- m. Staff representing the official position of the city on a social media site must coordinate any postings or comments with the Communications Team.

VII. Communications Team Contacts

- a. City of Bellevue Communications Office
 - i. Chief Communications Officer
 - ii. Deputy Communications Officer
 - iii. Digital Communications Coordinator
 - iv. Bellevue Television Manager
- b. Departments with public information officers include:
 - i. Development Services
 - ii. Fire
 - iii. Parks & Community Services
 - iv. Police
 - v. Transportation
 - vi. Transportation (East Link light rail)
 - vii. Utilities

For questions about the Media Relations Policy, contact the City of Bellevue Communications Office at 425-452-4090 or communications@bellevuewa.gov.

Attachment B

**Branding
Standards &
Guidelines**



City of Bellevue
Branding Standards and Guidelines
V.2 • December, 2019

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Contacts and Resources

For more information

Please direct all questions concerning these guidelines or use of the logo to the Communications Office. Contact: communications@bellevuewa.gov.

How to obtain logo files

Digital files of approved art are available for download from **S:/CITY LOGO AND BRAND ASSETS** and the Information Technology Department, Graphic Services team. Submit [Graphics Request](#) Sharepoint > Applications > IT Request > Graphics or email: graphics@bellevuewa.gov.

Public website

Please direct questions to the ITD Web Team at: itdwebteam@bellevuewa.gov

If you need additional help, submit a web request at <https://helpdesk.bellevuewa.gov/footprints/web.html> or email: webrequest@bellevuewa.gov

Introduction

The City of Bellevue's logo is a distinct graphic representative of the city government. Its purpose is to serve as a visual identifier to the public, assuring that any document, business card, uniform, etc. displaying the logo is official for the City of Bellevue.

To help achieve maximum impact from the logotype, it is important that no modifications or alterations be made to any of its parts. Any variation from the authorized City of Bellevue logotype will dilute the effectiveness of the city's identity.

The official logo design as it appears in this guide should replace any older versions as materials are printed or reordered.

Purpose

These guidelines establish and maintain specific standards for the use of the City of Bellevue's logo on all communications generated by and for Bellevue city government.

The City Logo–History

The city logo is a symbol that reflects the youth of the city and the many visible attributes that Bellevue has to offer.

Around 1969, the original city logo was designed by a city employee. Today, it is essentially the same design but has undergone lettering changes and cleaner design for reproduction purposes. The images that are captured within the city logo are an evergreen, the mountains, a lake, a sailboat and a salmon. The words, “City of Bellevue, Washington,” act as the circular border of the logo.

The logo is usually depicted in the primary color of blue, although black or white may be used at times.

The examples shown below are the changes the logo has undergone from inception to present day.



Images from the original *“Graphic Standards”* book.

The City Seal



The city seal was adopted by the Bellevue City Council in April 1953. Originally, it was used as the city logo prior to the logo’s development in 1969. Today, the seal should only be used on legal documents.

Logo Standards

The blue color logo should be the primary image used in all print and digital instances where color is an option. COB website is an exception. Blue, black or white color are the only color options. The official City branding to be prioritized over departments or other sub-brands.

Official logo



Printing

CMYK

99 56 18 5

PMS

Uncoated

301U

PMS Coated

2384C

When adapting the logo for usage for digital or offset printing, the following colors are to be used.
Preferred blue color.

Web

RGB

0 101 151

Hex

#006598

When adapting the logo for usage in digital mediums, the following web-safe colors are to be used.
Preferred blue color.



Minimum size

Do not reproduce stand-alone logo at less than 0.35" wide for print or 75 px wide for web.



Bellevue Parks & Community Services

Minimum size

Do not reproduce department logos at less than 5/16" or 0.3125" wide for print and 50 px wide for web.



Black

This version is to be used in instances where color is absent or the blue clashed with surrounding colors.



White on dark background

If the area around the logo is dark in color, and full color is not an option, use the white version.

Alternative logo



City of Bellevue

Horizontal
variant

Use when additional text is desired. Used when a horizontal application would be more effective.



City of Bellevue

Stacked
variant

Use when additional text is desired. Used when a stacked application would be more effective.



City of Bellevue

Black

This version is to be used in instances where color is absent or the blue clashes with surrounding colors.



City of Bellevue

White

If the area around the logo is dark in color, and full color is not an option, use the white version.



City of Bellevue

Black

This version is to be used in instances where color is absent or the blue clashes with surrounding colors.

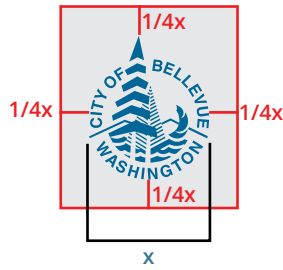


City of Bellevue

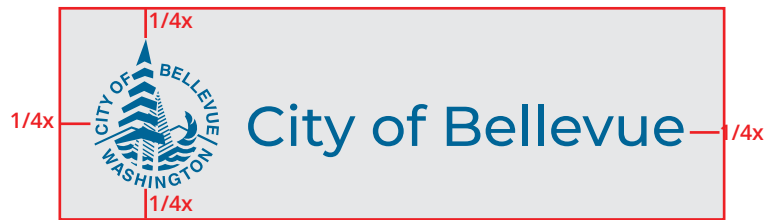
White

If the area around the logo is dark in color, and full color is not an option, use the white version.

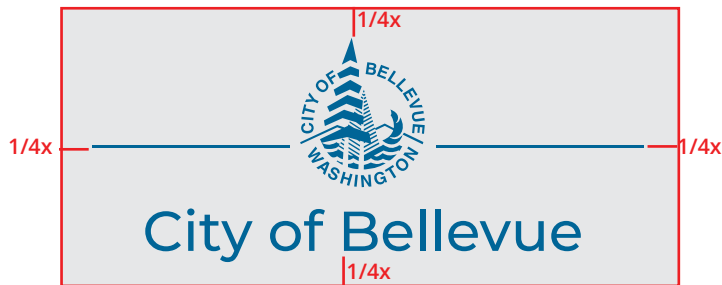
Positioning



A boundary around the logo protects its prominence. The logo should be a set distance from text, photos and other design elements. The minimum boundary is $1/4x$ the width of the logo.



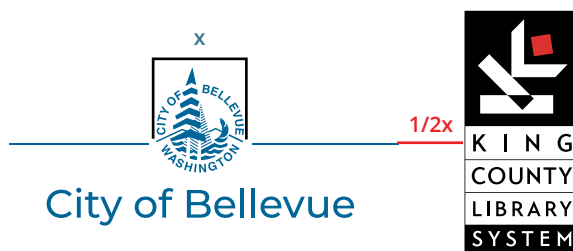
The minimum boundary around logo with text is $1/4x$ the width of the logo.



The minimum boundary around logo with text is $1/4x$ the width of the logo.



Keep a minimum space of $1/2x$ width of the city logo between primary city logo and program/team logos.



Keep a minimum space of $1/2x$ width of the city logo between alternative city logo and other jurisdiction or company's logos.

Unacceptable Uses of the Logo

For maximum impact and recognition for the City of Bellevue, our logotype should always be used consistently and correctly, according to the guidelines outlined in this manual. For exceptions, please see page 12.

The following are some examples of misapplications of the logo and **must be avoided**:



City of Bellevue

Changing, modifying or rearranging the logo in any way



Your text should not go here

Your text should not go here

Interfering with the clear space of the logo



Adding drop shadow



Compressing or expanding the logo type



Rotating the logo

Unacceptable Uses of the Logo continued



Using logo in a standalone box or other unapproved shape and/or cutting parts off
* for exceptions, see page 6



Placing the logo inside another logo or making another logo out of the city logo



SCIENCE

Combining city logo with another logo to show partnership. Logos must be placed side by side instead.



Two or more color logo
* for exceptions, see page 12.



Low resolution logo



Partial logo



Northwest Bellevue
Community Center

Do not create logos for community centers

Contrast

Make sure there is enough contrast between logo and its background. For more complex situations, please contact the Graphics Services team.



Do not use logos in white boxes.
Use logos as transparent .png in an appropriate color (color, black or white).
Need help? Please contact Graphic Services team for assistance.

Department Logos-alternative logo

These logos may be used in graphic applications at each department's discretion for department-specific applications such as posters, flyers, documents, reports, promotional items, etc. These logos ensure a consistent use of the City of Bellevue's logo. These logos are for internal and external use. All versions of department logos can be found on the shared drive: **S:/CITY LOGO AND BRAND ASSETS**



Standard for Dept

long version



Standard for Dept

stacked version

Long logo samples



City Clerk's Office



Information Technology



Police Department



Community Development



Utilities



Development Services



City Attorney's Office



Transportation



Human Resources



Fire Department



Finance & Asset Management



Bellevue Parks & Community Services



City of Bellevue



City Manager's Office

Stacked logo samples



Secondary Logos

A logo is defined as a recognizable and distinctive graphic design, stylized name, unique symbol, or other device for identifying an organization, group, program or event. It's used in advertising and communication, on buildings and products.

The development or use of secondary identities detracts from the strength of the Bellevue's overall image and is strongly discouraged. Within the framework of the city's identity, however, some instances allow for a secondary logo. Exceptions are made for the departments listed below because of the nature of their services and the need for a public identity that was pre-existing prior to this formalized identity program. Police and Fire patches/badges to be used together with the official city logo, see page 13. Individual team logos are strongly discouraged.



Bellevue Police Department



Bellevue Fire Department



City of Bellevue
Cultural & Economic
Vitality Office

Cultural & Economic Vitality Office

Logo Exceptions

- Occasionally, logos are developed for public-facing city programs, initiatives and facilities. While development of individual logos should be limited, there are instances when a strong business case supports the logo development. Exception criteria for an alternate logo includes:
 - programs and facilities that operate as an enterprise that competes with non-city entities;
 - the initiative has a long-term mission and plan;
 - regional partnerships or intergovernmental efforts;
 - logo replicates a “best-practice” model in municipal service delivery;
 - and logo does not conflict with the city's branding efforts.
- Logo exceptions are generally not granted for small and/or non-public facing special events or short-term activities that would require an impractical investment of time and resources to market the event/activity for a limited period.
- The development of a new alternate logo must be approved by the department director and the Communications Office before submitting a request to Graphic Services team.
- When presented in digital, print and billboard materials, the alternate logo should have the city logo accompany it in order to reinforce the connection between the program/initiative/facility and the City of Bellevue.
- For marketing purposes, the Parks & Community Services Department may use the phrasing, “Bellevue Parks & Community Services”, for its department logo, based on long-term usage.
- In addition, city logo use in two or more colors for city vehicles and the city flag are exempted due to their pre-existing, widespread usage.

City, Department and Program Logo Placement

Please observe the minimum boundary around logo as explained on page 6. Police and Fire badges are considered to be **secondary** logos and should be used alongside primary COB logo.



When program and team logos are used, including ERGs, city logo must accompany it in equal weight. Use these secondary logos with the round city logo only. Positioning of the logos next to each other (left or right) is determined by the shape and visual weight.

An exception to this rule would be in certain layouts where a program logo needs to be highlighted. An example would be a banner, both logos are on the same page, but not next to each other. Questions? Contact Graphic Services.



City of Bellevue



Partner logos are okay to display next to the city logo with text or city logo without text. Positioning of these logos next to each other (left, right with wording / top, bottom without wording) would be determined by the shape and visual weight of each logo.



Community Development



Do not use department and city logos together.



Community Development City of Bellevue



Do not use department and city logos together.



City of Bellevue

Do not use program or team logos with a city logo with text. Use the round logo instead.



Community Development

Do not use program or team logos with a department logo. Use the round logo instead.

Color for Printing



Name: Blue
Usage: Primary for all applications except on COB website

PMS Uncoated 301U
PMS Coated 2384C
CMYK 99 56 18 5

Typography (approved font faces, weights and sizes that are ADA accessible)

ABCDEFGHIJKLMN
OPQRSTUVWXYZ
abcdefghijklmn
opqrstuvwxyz
1234567890
(,,:? !\$&*)

ABCDEFGHIJKLMN
OPQRSTUVWXYZ
abcdefghijklmn
opqrstuvwxyz
1234567890
(,,:? !\$&*)

ABCDEFGHIJKLMN
OPQRSTUVWXYZ
abcdefghijklmn
opqrstuvwxyz
1234567890(,,:? !\$&*)

Headline font:

Montserrat Medium Size: min. 16pt

Subheads min. 14pt

Leading or line space at 100%. Leave kerning at "0".

Prioritize Medium over Bold.

Don't use Bold for headlines over 48pt.

Montserrat Bold Size: min. 16pt
Subheads: min. 14p

Leading or line space at 100%. Leave kerning at "0".

(Avoid thin, light, black and extra weights. They're hard to read online and in print, and may not be ADA accessible.)

Available for free through Google Fonts

<https://fonts.google.com/specimen/Montserrat>.

Body font:

Open Sans Regular, Minimum Size: 9-11pt

Leading or line space at 135%. Leave kerning at "0".

(Avoid condensed, light versions and extra weight.

They're hard to read online and in print, and may not be ADA accessible.) Do not use italicized text for anything longer than a simple sentence; It's not ADA accessible.

Available for free through Google Fonts

<https://fonts.google.com/specimen/Open+Sans>.

Color for COB Website Only



Name: Teal
Usage: Primary

RGB 34 124 135
Hex #227C87



Name: Dark teal
Usage: Secondary

RGB 26 101 107
Hex #1A656B



Name: Aqua
Usage: Accent

RGB 44 165 168
Hex #2CA5A8



Name: Lime
Usage: Highlight

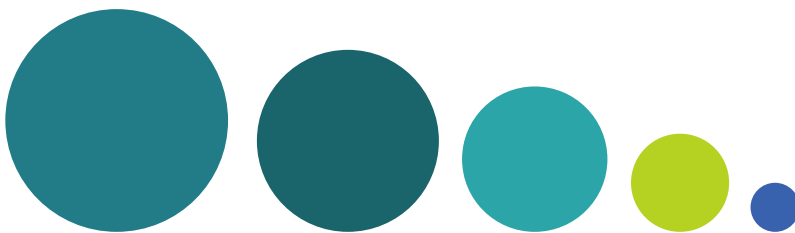
RGB 181 210 34
Hex #B5D222



Name: Indigo
Usage: Action (web links)

RGB 55 97 174
Hex #3761AE

Color ratio



Use teal as the primary color
with other colors as accents.

Website Design

As part of a redesign for BellevueWA.gov, a modern color palette was developed for the city website (see page 15) The color scheme is reflected on the current website which launched in June 2017. When featured on the website, the city logo follows the standards as set forth in this guide.

Typography (approved font faces, weights and sizes that are ADA accessible)

Headline font:

h1 40px	Montserrat #217b87
h2 32px	Montserrat #217b87
h3 28px	Montserrat #3b95a1
h4 24px	Montserrat #3b95a
h5	Montserrat #124443
h6	Montserrat #124443

Body font:

p, li, ol, ul 16px	Open Sans #494a4c
--------------------	-------------------

- Your page will always have h1-page name
- For accessibility, make sure h1 is followed by h2, then h3, h4, etc.
- More guidelines on webpages can be found on the SharePoint <https://cobweb.ci.bellevue.wa.us/teams/PubWebsite/SitePages/Home.aspx>

Images in City Materials

When putting together projects, do not use images from Google, Flickr, Bing, or other search engines. Oftentimes these photos or graphics require licensing fees. Make sure images have been paid for by your team, department or city (copyright violations) and are © sourced appropriately.

Avoid cheesy clipart, at all costs!



Images should be appropriate resolution, pixelated or blurry images are unacceptable.



Images should be sized proportionally, NO stretched/ disproportional images.



Do not embed PDFs or JPG with text on screens, like in webpages, email or SharePoint.

What is Lorem Ipsum?

Lorem Ipsum is simply dummy text of the printing and typesetting industry. Lorem Ipsum has been the industry's standard dummy text ever since the 1500s, when an unknown printer took a galley of type and scrambled it to make a type specimen book. It has survived not only five centuries, but also the leap into electronic typesetting, remaining essentially unchanged. It was popularised in the 1960s with the release of Letraset sheets containing Lorem Ipsum passages, and more recently with desktop publishing software like Aldus PageMaker including versions of Lorem Ipsum.

Why do we use it?

It is a long established fact that a reader will be distracted by the readable content of a page when looking at its layout. The point of using Lorem Ipsum is that it has a more-or-less normal distribution of letters, as opposed to using 'Content here, content here', making it look like readable English. Many desktop publishing packages and web page editors now use Lorem Ipsum as their default model text, and a search for 'lorem ipsum' will uncover many web sites still in their infancy. Various versions have evolved over the years, sometimes by accident, sometimes on purpose (injected humour and the like).

**May 30
1-3:30 pm**

City Hall
450 110th Ave NE
Bellevue, WA 98004

RSVP by April 29
425-452-0000



Stationery System | Business Card Fronts



FRONT – option 1

- Email line, email@bellevuewa.gov, is required
- Office or direct line is required
- Cell/Fax is optional
- Website is required
- Both addresses are required



FRONT – option 2

- Email line, email@bellevuewa.gov, is required
- Office or direct line is required
- Address is required
- Website is required

To order all COB business cards:

Go to: http://www.aaa-printing.com/customer_portal/login.html

Username: bellevue

Password: bellevue

Pay with your procurement card.

For assistance, contact your business administrator.

Stationery System | Business Card Backs



BACK – Core values – option 1



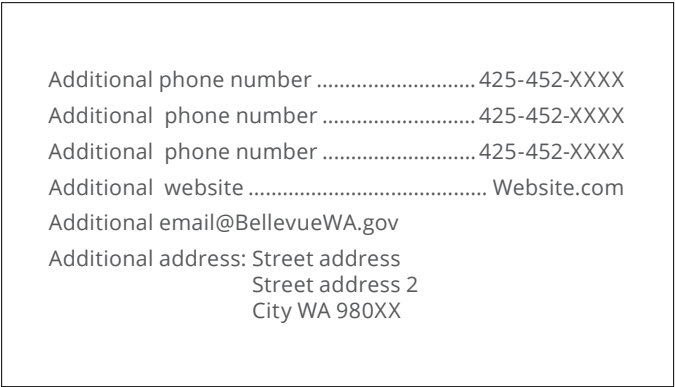
BACK – Core values – option 2



BACK (Optional) – Police



BACK (Optional) – Police



BACK (Optional) – Official required document

* Used for any department when additional information is required, such as phone numbers, emails, addresses, websites, etc.



BACK (Optional) – Fire



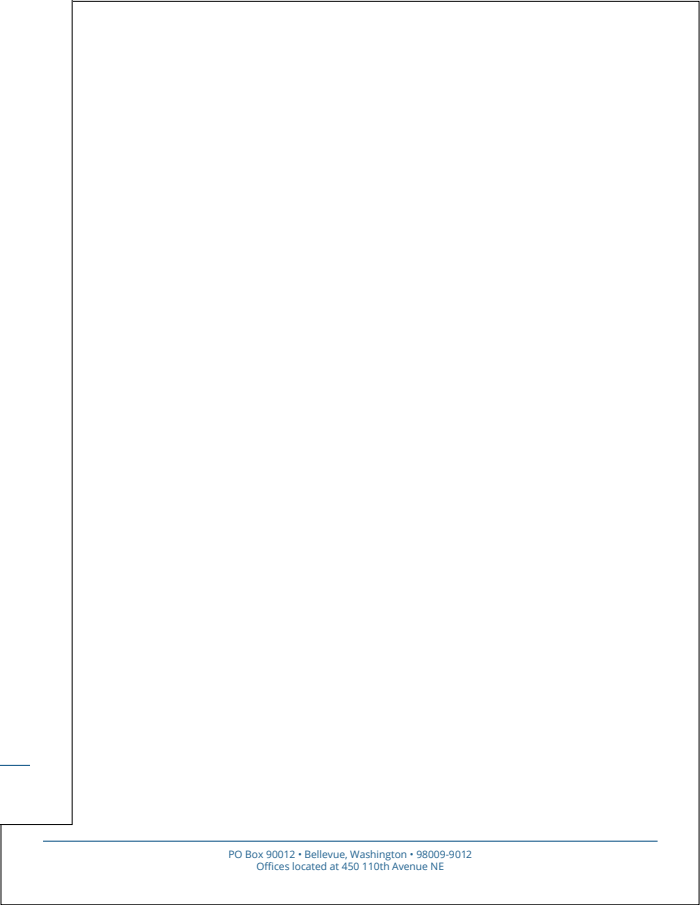
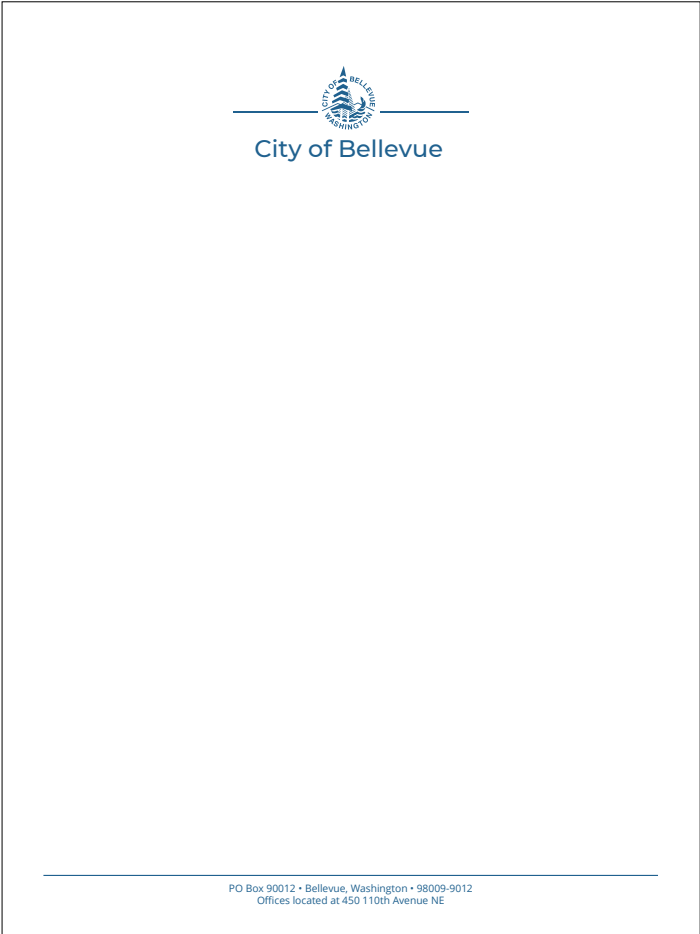
BACK (Optional) – BTv

Stationery System | Letterheads

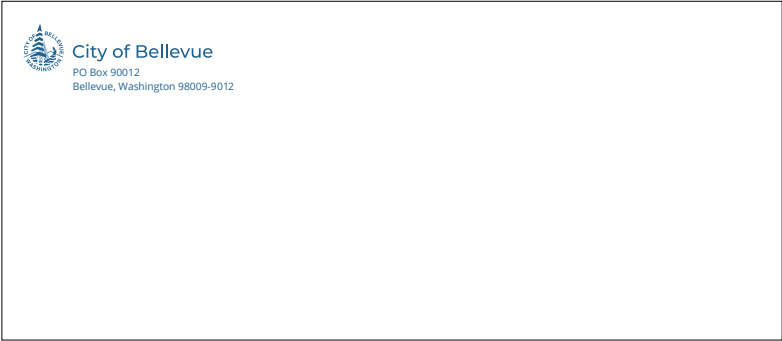
A stationery system has been created to give a professional and consistent impression of the City of Bellevue. All stationery and related items should be used according to the guidelines in this section. The type style, layout, placement and size relationships of each of the pieces within this system have been carefully designed to complement one another. Implementation must be consistently applied. Refer to paper stock for printing.

Samples of letterhead and envelope. If you cannot find desired files on **S:/CITY LOGO AND BRAND ASSETS**, please let Graphics know and the team will create a template for you.

Paper: white 70# text
Color: For offset use PMS 301U



page 2



#10 envelope

Email

Recommended Email Signatures

Email Signature lines should be formatted in a left-aligned table as below, replacing with your information. Note that the phone number is also set up as a tel: link to auto dial from mobile devices. If need assistance, please reach out to the Digital Government team.



Your Name

Job Title, Department/Office, City of Bellevue
yourname@bellevuewa.gov | 425-452-XXXX | BellevueWA.gov

Email signatures should be used at the bottom of every out-bound email within the city.

Email Marketing

Email marketing efforts must align with the CAN-SPAM act for to ensure the city does not get blacklisted or must pay penalty fees. To that end, email marketing should:

- Use a trusted third-party tool to send your emails, like GovDelivery or MailChimp.
 - Sending directly out of Outlook puts the city at risk to blacklist all city emails and causes fees to rectify
 - This has happened before within the city
- Maintain a healthy email list by:
 - Manage unsubscribes by removing them immediately
 - Enact a double opt-in when adding people to your lists, especially with emails pulled from other sources
 - Do not use an email 'until opt out' strategy
 - Remove email addresses that never open our emails to help reduce spam flagging
 - Never, ever buy email lists

Formatting emails

- Format your emails to maximize CAN-SPAM compliance to help us avoid additional fees:
 - Have an unsubscribe link at the bottom of every email
 - Include a physical address or PO Box at the footer of every email. Include phone numbers, fax numbers, and social media as well to lend credibility
 - 'From' and 'Reply-To' Email should be accurately representing the city
 - Subject lines should accurately match the email content and follow best content practices – no all caps, alerts, or spam like open phrases
 - Create accessible emails:
 - Follow hierarchical content with headers
 - Do not use pictures as the sole body of the email; If any text is shown within images, back it up with actual text

- Ensure correct color contract and type size for all content, especially links
- Provide two ways of identifying links in the design
- Use alternative text when images are used
- Provide a text-only version of each email
- Create responsive emails so they work across all platforms; don't exceed a max width of 600px
- Include any needed disclaimer information as text within the body of the email
- Never hide content visually within the body of the email
- City-focused email should use the primary Bellevue logo and follow the logo standards thereof.
- All images must be hosted by the email sender, not on bellevuewa servers. Make sure all images are properly re-linked.
- Test your emails before sending them:
 - Verify the inbox experience across platforms not just for Windows 10 Outlook
 - Proofing the content, include the email headers ("From", "Reply-to", Subject Line)
 - Get alignment with any key stakeholders before sending
 - Check all links and images within the content to make sure they work as expected
- Schedule your sends and align with any other content or channels in advance; emails should be set up 3-5 workdays in advance of their drop with all components equally prepped

Bellevue-branded accessible, responsive templates are available on **S:/CITY LOGO AND BRAND ASSETS**. You can also work with the Digital Government team to customize templates to ensure alignment and setting them up within your email system.

Promotional Items, City Shirts

Digital files of logos are available through the Graphic Services team. Most vendors will need an EPS file to recreate the City of Bellevue’s logo correctly. Promotional items may have an unusual imprint area or the vendor may require a different format. It is recommended that the Graphic Services team is contacted when ordering promotional materials to ensure that the appropriate art is sent to the vendor. If other art formats are needed, Graphic Services team can provide a different file type.



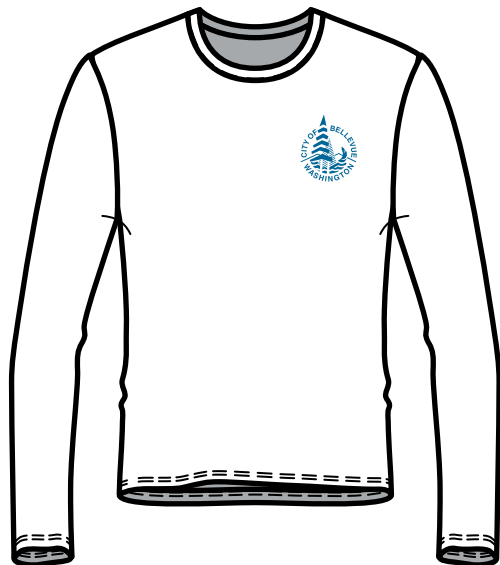
Dark Background Items

Use the white version of the logo with text of the same color.



Light Background Items

Use the black or blue color version of the logo with text of the same color.



Color for Digital & Social Media



Name: Blue
Usage: Primary for all applications except on COB website

RGB 30 101 151
Hex #006598

Digital Files, Social Media

Bellevue Parks & Community Services is used as an example due to having the longest department name. City logo size exception, see page 4. An up-to-date social media size guide can be found: <https://sproutsocial.com/insights/social-media-image-sizes-guide/>



Facebook
180px x180px square. Use white background and COB logo in blue. Use appropriate setback from edges.

Use of reversed out logo is acceptable.

* Contact Graphic Services team for assistance creating these images.

For departments, the entire logo must be visible. Use stacked version.



Twitter

400px x 400px square will display as 200px circle. Use white background and COB logo in blue. Use appropriate setback from edges.



Use of reversed out logo is acceptable.

* Contact Graphic Services team for assistance creating these images.



For departments, the entire logo must be visible. Use stacked version.

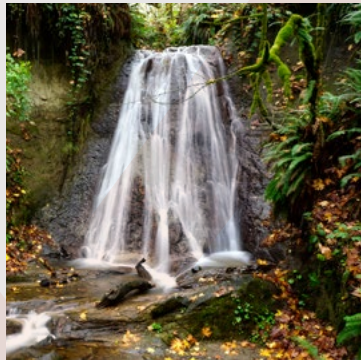
- Header images on Social Media pages should follow best practices as described on page 16.
- Please scale images proportionally and create them at 100% their size.
- Images of City of Bellevue can be found on **Thirdlight**. Please contact Digital Government, if more information is needed.
- Social Media sizes can be found in Digital Government Guidelines, page 15.

Some examples of incorrect placement below.



Facebook

Incorrect placement, no margin and/or text cut off, logo is too large for the space.

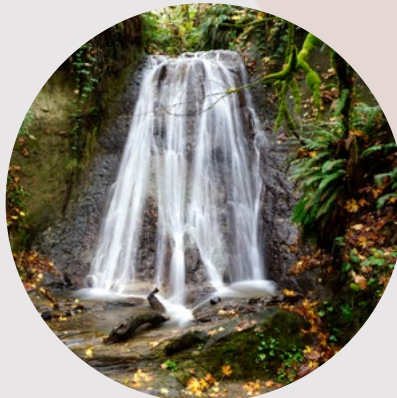


Photos, images, or program/team logos.



Twitter

Incorrect placement, no margin and/or text cut off, logo is too large for the space.



Photos, images, or program/team logos.

ADA Statement

The following statement should accompany all informational and marketing materials. This includes flyers, posters, banners, invitations, etc. It applies to all departments. The statement cannot be shortened. Do not use a condensed font.

Minimum size for type is 8pt if using Open Sans. For other font faces use 9pt or larger. Always use standard fonts like Open Sans, Helvetica or Calibri. For accessibility, please avoid condensed font, light, thin, italic or bold versions.



For alternate formats, interpreters, or reasonable accommodation requests please phone at least 48 hours in advance 425-452-XXXX (your department contact phone number) (voice) or email (your department contact email) XXXX@bellevuewa.gov. For complaints regarding accommodations, contact City of Bellevue ADA/Title VI Administrator at 425-452-6168 (voice) or email ADATitleVI@bellevuewa.gov. If you are deaf or hard of hearing dial 711. All meetings are wheelchair accessible.

Please provide all necessary information mentioned above when submitting your Graphics request.

If you have any questions regarding the ADA statement above or need help, please reach out to ADA/Title VI Civil Rights Program Administrator Blayne Amson, bamson@bellevuewa.gov or 425-452-6168.

All public meetings must be accessible as per ADA and Title VI requirements, we have to fulfill reasonable accommodation requests. The statement above allows for residents' notification that we can provide these services upon request.

Title VI Statement

It is the City of Bellevue's policy to assure that no person shall on the grounds of race, color, national origin or sex as provided by Title VI of the Civil Rights Act of 1964, and related statutes, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any City of Bellevue program or activity. Any person who believes his/her Title VI protection has been violated may file a complaint with the ADA/Title VI Administrator.

Minimum size for type is 8pt if using Open Sans. For other font faces use 9pt or larger. Always use standard fonts like Open Sans, Helvetica or Calibri. For accessibility, please avoid condensed font, light, thin, italic or bold versions.

Graphics, see page 29, for either "Information", "Questions" or "Interpretation", should accompany all external informational and marketing material. This includes flyers, posters, banners, invitations, etc. This requirement applies to all departments.

Information graphic—default image for relevant materials.

Statement—all Federally funded projects mandate this verbiage on all materials.

Interpreter graphic—public meetings, open house.

Questions graphic—depends on information in materials..

Statement and Graphic—if space allows.

Graphics and verbiage, including translations, can be found on **S:/CITY LOGO AND BRAND ASSETS**.

If you have any questions regarding the Title VI above or need help please reach out to ADA/Title VI Administrator Blayne Amson, bamson@bellevuewa.gov or 425-452-6168.

Minimum height 1.25"



Minimum height 0.75"



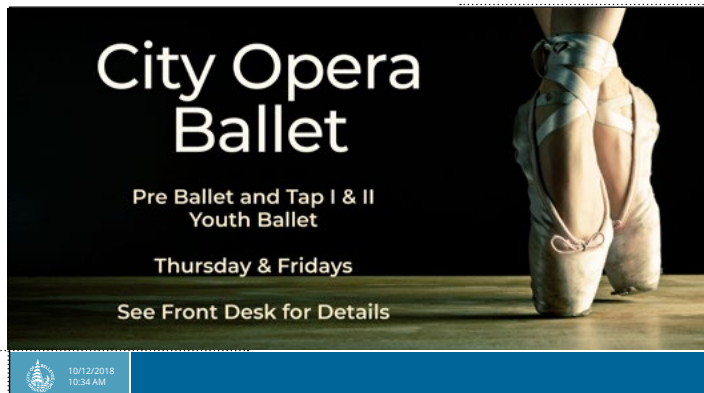
Digital Signage and PowerPoints

Digital Signage

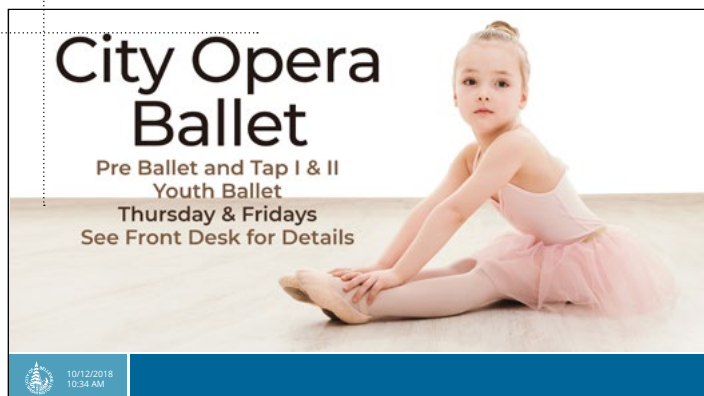
- Digital Signage is used to increase awareness, give a small call to action and “hook” the reader.
- It can be compared to a magazine cover that, if well designed, draws the reader in, either to read further or purchase the product.
- Because there is only a few seconds to grab one’s attention and minimal time to read the messages on the screen, images need to be large, with very few words.

Create a hierarchy of importance.

1. Large image to create interest and get attention.
1. Large brief title to say what is being featured.
1. Smaller info to inform or direct for more details.



- Full bleed is effective and useful in digital signage and PowerPoint.
- Create strong contrast, light lettering on dark background or dark lettering on light background.
- Keep information a safe distance from the edge of the screen. Make it feel comfortable within the perimeter of the message area.



- Have the people/objects pointed toward the center of the slide, if possible toward the information.
- The City Logo should not be repeated in the message area. It is placed in the bottom left corner to brand the screen as property of the City of Bellevue.
- Placement of sponsor logos should be carefully considered. See example on the next page.

PowerPoint

Headline-Montserrat

Body text-Open Sans

PowerPoint Accessibility

- Minimum font size for headlines 22 pt.
- Minimum font size for body text 18 pt.
- Use colors from the COB template, make sure there is enough contrast between text and background. Do not put busy images or textures behind text.
- Break up your content amongst several slides.
- Ensure each headline is unique.
- Templates can be found on **S:/CITY LOGO AND BRAND ASSETS**

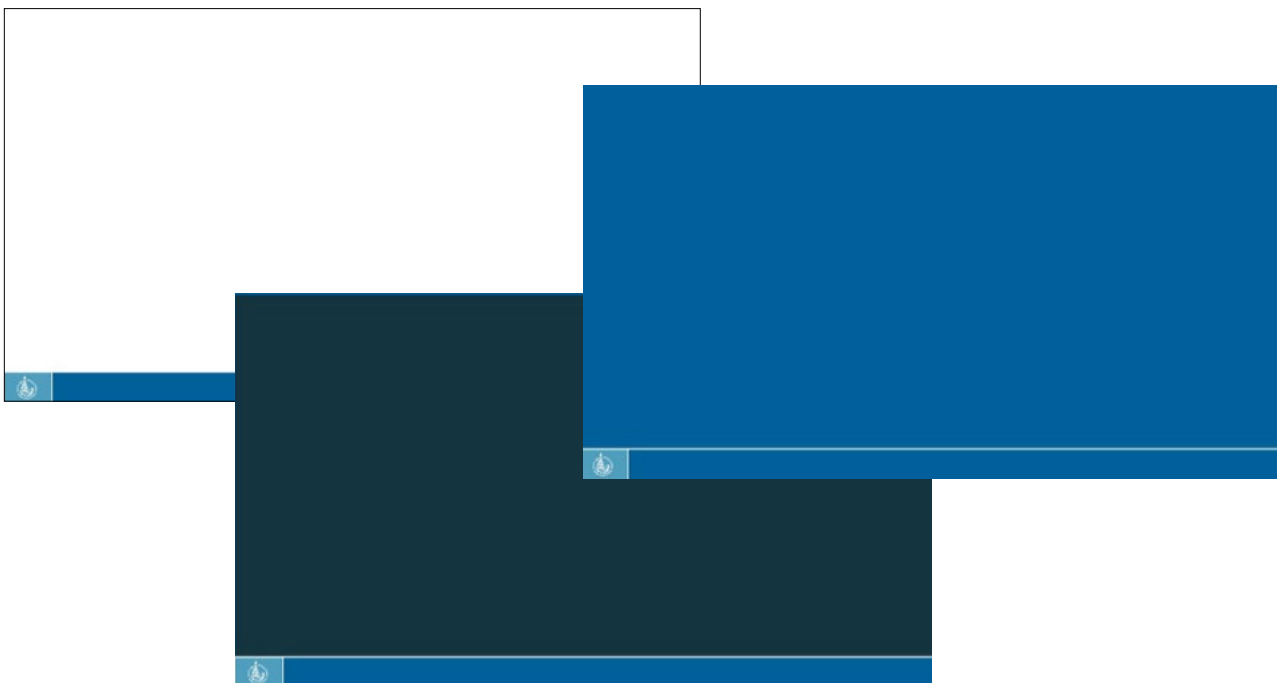
Slide Presentations

Slide presentation should support the speaker and their message. It is important to keep any information presented clear and minimal. Speakers need to express the greater amount of information. Please provide a printed handout of the detailed presentation for accessibility.

Template

Use the City of Bellevue PowerPoint template to create presentation slides. Open the template and save the new slide deck to your hard drive. Templates can be found on **S:/CITY LOGO AND BRAND ASSETS**

There are three background options available: **white**, **city blue** and **dark blue**. These can be used interchangeably to create variety and help emphasize chapters and/or divisions within the presentation. For city council presentations, please use templates available on the [City Clerk's SharePoint](#) page.



Design/Layout

- The slide deck should be accessible or “able to be read by all.”
- Text should be a Sans Serif font– fonts without the little flares on the letters. Use City branded fonts whenever possible: Montserrat for headlines and Open Sans for body text (embedded in the PowerPoint template)
- Titles should be no less than 22 pt.
- Text should be not less than 18 pt.
- A minimum of two bullet points in a list should be used.
- The amount of text after the title or heading should contain no more than 5 lines – 3 lines is better.
- Use City branded colors. Color Pallet for City of Bellevue is embedded in the PowerPoint template. (I will call out all colors with samples)
- If other colors are needed, consider contrast and color combinations for accessibility, including various colorblindness.
- No busy images or textures should be used as background text. Text will not be accessible.
- Photos are a great way to enhance the presentation and can hold the audience’s interest. Use one photo or limit to just a few, filling the area of the slide without using text. Use interesting, less busy or complicated photos.
- Charts and graphs should be clear and simple, calling attention to the purpose/intent of the intended information. Use the handout to print a more detailed chart/graph.
- Animation is a great attention getting tool and should be used to support the message of the presentation rather than distract away from what it being presented. But, should be used sparingly.
- White space – the space not used by text, photos, charts or graphs, is a good thing. It helps provide balance and a place for the eyes to rest. This gives the brain a chance to receive the information without having to filter through a busy, wordy environment. White space that is used well gives a sense of confidence, strength and stability to the message. It also supports accessibility.

Use Handouts

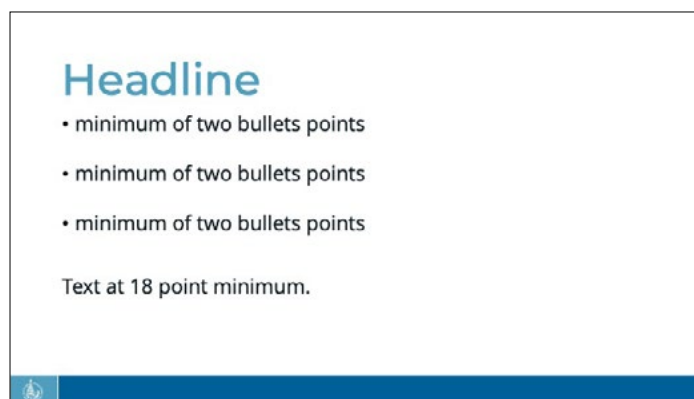
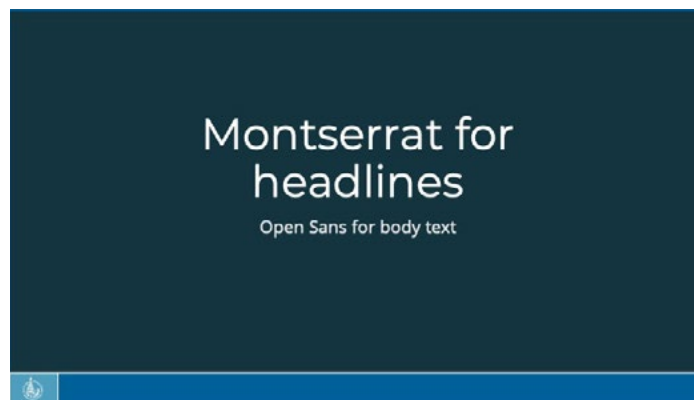
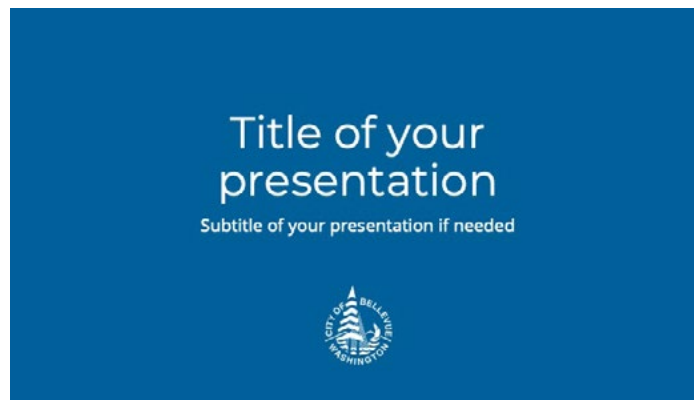
Presentation is about supporting the message and messenger. Detailed information can be used but should be presented in a way that does not immediately distract from the speaker. A printed version of the detailed main takeaways gives the intended audience opportunity to review what was said and adsorb it.

Sample Format

Each presentation given by a City of Bellevue employee should contain the following slides:

- The main title slide showing the City of Bellevue logo.
- A slide introducing the main idea of the presentation and who the presenter or presenters will be, this can be omitted for events.
- A slide outlining what will be presented – the agenda of the presentation.

For event slides that play without a presentation, please follow the Digital Signage guidelines.



Examples of good design–Digital Signage



Images do not need to be full color to be effective.



If more information is needed, direct the reader to a place where more information can be obtained.

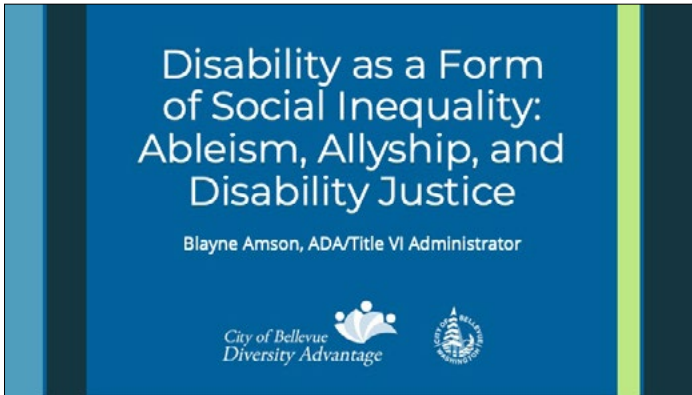


Because of its design, here is an effective use of a sponsor logo.



Department introductory slides.
No additional department logos should be included in the slides.

Examples of good design–PowerPoint



Presentation headline, who is presenting and City logo included.



Use images to enhance the presentation and hold the audience's interest.

Categories of Ableism

- **Individual Ableism:** Ableism from an individual who is NOT disabled which is directed at a member or members with disabilities.
- **Structural Ableism:** A physical environment that is designed to meet the needs of the non-disabled.

Use at least two bullets in a list. Break up large lists onto multiple slides.

What is Ableism?

Ableism is a set of thought practices and subconscious or conscious behaviors against people with disabilities and illnesses which assumes that "able" is the norm, and people who have disabilities must either strive to fit that norm or keep their distance from people who are "able".

"Ableism" often sees disability as an error of life, a wrong way to live, and therefore often negates any life experiences of the disabled.

Use appropriate contrast between background and text. No busy background below text.

Writing Style Guide

To ensure communications about city programs and events are consistent and readily understandable for a broad range of audiences, the City of Bellevue maintains a style guide, which is used for news releases, the website and other communications channels and tools.

While the City Attorney's Office and the City Clerk's Office have their own style guidelines for specialized kinds of documents (the [Council Meeting Packet Style Guide](#) is one), city staff is encouraged to follow this guide when preparing communications for external and internal audiences.

City communications are generally presented according to the guidelines in the Associated Press Stylebook, the style guide for newspapers and other popular media across the country. Rules in the AP Stylebook that come up often in city communications are highlighted here.

Acronyms – Avoid following an organization's full name with an abbreviation or acronym in parentheses or set off by dashes. Abbreviations and most acronyms should be avoided in headlines. There are going to be times when you need to do it but, in many cases, you can simply use the acronym on second reference within the next couple of sentences. Readers will know what it means. Names not commonly before the public should not be reduced to acronyms solely to save a few words. (AP: Abbreviations and Acronyms – awkward constructions)

BelRed – In 2015, the City Council changed the name of the area northeast of downtown from Bel-Red to BelRed. Refer to it as the BelRed area rather than "corridor." The arterial street that runs along the area's southern border is still called *Bel-Red Road*. (Note: The official name of the light rail station is Bel-Red/130th Station.)

Capitalization – In general, capitalization should be used sparingly and primarily only for proper nouns. Resist the temptation to capitalize an important document or project related to your program. For headlines, only the first word and proper nouns are capitalized. (AP: Headlines) For rules about capitalizing job titles, see Titles.

City v. city – The word "city" is capitalized only when used in the proper name "*City of Bellevue*." Otherwise, it's not a proper noun and all other references to the city should be lower case unless the word is used in the formal title of a document. This applies to all cities. The rule is similar for "state." (AP: Capitalization; City)

City Council – Capitalize when part of a proper name: *the Bellevue City Council*. Retain capitalization if the reference is to a specific council but the context does not require the city name: *The City Council approved the light rail agreement*. On second reference, lowercase council: *It was the third time the council accepted the award*. Please note that we say "the council" not just "council." Correct: *For the first time, the council tackled the issue*. Incorrect: *For the first time, council tackled the issue*.

City Council is considered a singular collective noun because it refers to a whole group as a single entity but also the members of that group. Collective nouns typically take singular verbs. Correct: *"At its meeting, the city council voted to approve the ordinance."*

City Hall – Capitalized when referring to Bellevue’s City Hall, whether Bellevue appears in front of it or not. Correct: *City Hall* incorrect: *city hall* (AP: City Hall)

Councilmember – It’s one word, not two. It’s capitalized when it comes immediately before the member’s name.

Commas – Do not use serial commas (the ones between the second-to-last item in a list and the “and”). For example: *We saw coyotes in Wilburton, Cougar Mountain and Factoria*. Not: *We saw coyotes in Wilburton, Cougar Mountain, and Factoria*. Put a comma before the concluding conjunction in a series if an integral element of the series requires a conjunction: I registered for a tennis workshop, a canoeing demonstration, and an arts and crafts class. (AP: Comma)

Departments – Efforts to brand the departments have led to inconsistent rendering of their names. This can be acceptable, depending on the context. Guidance by department follows:

- **City Attorney’s Office:** Avoid CAO, unfamiliar to most people.
- **City Clerk’s Office:** Avoid CCO, unfamiliar to most people.
- **City Manager’s Office:** May use CMO on second reference with internal audiences.
- **Development Services Department:** Different from the line of business. Avoid using the acronym “DSD” since “department” is in every department’s name. Use context to distinguish the line of business from the department.
- **Finance & Asset Management Department:** For marketing purposes, may be referred to in some external contexts as Finance & Asset Management. Use “&” between names.
- **Fire Department:** Avoid “BFD.” Note that the Office of Emergency Management is part of the Fire Department.
- **Human Resources:** Can be interchangeable with “HR” for internal audiences.
- **Information Technology Department:** For external audiences, use “IT” on second reference. “ITD” is the department’s internal branding.
- **Parks & Community Services Department:** For marketing purposes, may be referred to in some external contexts as Bellevue Parks & Community Services. Use “&” between names. On second reference may be referred to as “Parks.”
- **Community Development Department:** On second reference, may be referred to as “CD.”
- **Police Department:** Avoid “BPD.”
- **Transportation Department:** Nothing tricky here.
- **Utilities Department:** “Bellevue Utilities” may be acceptable on first reference for external audiences when it’s the only department referenced.

Dimensions – Use figures and spell out inches, feet, yards, etc., to indicate depth, height, length and width. Hyphenate adjectival forms before nouns. *He is 5 feet 6 inches tall, the 5-foot-6-inch man. The building is 127 feet high.*

Legislative Titles – Use Rep., Reps., Sen., and Sens. as formal titles when they appear before one or more names. Spell out and lowercase representative and senator in all other uses. *I met with Sens. Murray and Cantwell yesterday. At lunch, I saw Rep. Adam Smith. Congressman and congresswoman* should only be used in reference to members of the U.S. House of Representatives. *Rep.* and *U.S. Rep.* are the preferred first-reference forms when a formal title is used before the name of a U.S. House member. *U.S. Rep. Pramila Jayapal.*

Formal titles, such as mayor, governor, councilmember, delegate, etc., should be capitalized when they appear before a name. They should be lowercase in other uses. *Councilmember Lynne Robinson. The councilmembers voted unanimously to approve the Affordable Housing Strategy.*

Add U.S. or state before a legislative title only when it is necessary to avoid confusion. For example: *U.S. Sen. Patty Murray of Washington stopped by the Olympia office of state Rep. Vandana Slatter.* (AP: Legislative Titles)

Money – With money, we do not include “.00” if no change is involved. For example: *The pet license fee is \$60, not \$60.00.* (AP: Cents)

Numbers – Use words to represent numbers and ordinals up to the number 10, then use numerals. For example: *The Seahawks finished first. She had two months to go. The South Bellevue Community Center is 30 minutes away by bus from Bellevue City Hall.* When you start talking millions, billions or trillions, use a numeral with million, billion or trillion. Examples: *29,000; 5 million.* (AP: Numerals)

Percent – Always write out “percent” and use numerals with it: *1 percent, 50 percent, 17 percent.* (AP: Percent)

Phone Numbers – *425-452-7999*, not *(425) 452-7999* or *425.452.7999*.

Staff – Like the City Council, “staff” is typically a singular, collective noun, so say, *staff is*, not *staff are*. However, if the actions of discrete individuals in the collective are emphasized, use the plural verb: *The staff are working on many projects for the holiday party.*

Streets and Addresses – When streets are referenced without an address, the name is written out, including the directional, i.e., *148th Avenue Northeast, Northeast Fourth Street.* Per numbers style above, streets with a number less than 10 are written out: *Fourth Street*, not *4th Street.* (AP: Addresses)

Time Element – Important rules related to presenting time of events (AP: Time Element):

- **Days of the week** – Unlike AP style, provide the day and date for events, even if they are within seven days of the communication. *“No resident will come away feeling fleeced at the sheep-shearing Saturday, Oct. 19.”* Do not include the year.
- **Month** – When a month is used with a specific date, abbreviate *Jan., Feb., Aug., Sept., Oct., Nov.* and *Dec.* The other months are never abbreviated. In some cases, when there is doubt that the audience will understand the abbreviation, long month names may be spelled out. Spell out all month names when using alone or with a year alone. (AP: Months)
- **No ordinal endings** – *May 24*, not *May 24th*; *Nov. 2*, not *Nov. 2nd*; *Jan. 31*, not *Jan. 31st* (AP: Dates).

Times – Times are rendered without the “:00.” Go lowercase, with periods for the “a.m.” and the “p.m.” Generally, use dashes without spaces, not “to” and “from.” (AP, Times)

- Good – *The event will be 9 a.m.-5:30 p.m.*
- Bad – *The event will be from 9:00 AM to 5:30 PM.*

Titles – In general, confine capitalization to formal titles used directly before an individual’s name (AP: Capitalization – titles):

- **Lowercase** – Lowercase and spell out titles when they are not used with an individual’s name: *The president issued a statement. The mayor hailed the new park. The city manager will appear at the ceremony.* Lowercase and spell out titles in constructions that set them off from a name by commas: *The deputy mayor, John Chelminiak, will present the award. Mike Brennan, director of Development Services, took the lead on the initiative.* Even when a title appears before a person’s name, it’s lower case if it’s an occupational description – *firefighter Susan Jones or digital communications coordinator Margaret Mead.* (AP: Capitalization – titles)
- **Uppercase:** Capitalize formal titles when they are used immediately before one or more names: *City Manager Brad Miyake, Mayor John Chelminiak, Transportation Director Andrew Singelakis.*

Questions

If you have questions or suggestions for the style guide, please contact staff in the Communications Office, communications@bellevuewa.gov.

Vendor Requirements

If you're using an outside vendor, these requirements should be communicated to the vendor along with the Logo Standards and Guidelines.

If they don't understand the terminology below, please reconsider proceeding. Using non-designers to create design work will severely complicate the process causing impact to cost and timelines.

If additional work is required by Graphics or Web Team on a vendor project, timelines could be impacted significantly. If you have questions, please contact the Digital Government team.

It's **mandatory** that all original files created by the vendor are property of City of Bellevue. Please ensure that this is part of your vendor contracts. This will ensure an easy transition if Graphics or Web Team assists you with future work.

Graphics Vendor Recommendations

Design files:

- We accept InDesign (include .idml), Illustrator and PhotoShop files.
- All working files must contain properly defined paragraph and character styles.
- All files must have object, table, etc. styles defined when applicable.
- Text should read properly and not be hidden behind other objects.
- Delete all empty text boxes and unused images.
- Delete all unused colors and styles.
- Do not apply stroke or fills to text boxes.
- Include .125" bleed on all documents that bleed and make sure images/color fill that area.
- Accessibility and Universal design principles should be followed. Guidelines can be provided by the city if needed.

Images:

- Place images at 100% and 300 dpi.
- Delete all unused images from the pasteboard.
- Do not embed images; link and package them.
- Use vector files for logos when possible.
- Include all images with your packaged files (.ai, .eps, .jpeg, .png, .psd).

Logos & Branding:

- Bellevue branding must follow our Style Guide. The city can provide additional guidance as needed.
- Internal customers and vendors who do not follow the Style Guide are responsible for any incurred costs or delays from rejected deliverables.

Final files:

- Provide fully packaged files, see above, including fonts.
- Provide PDFs with all your files and double check that they're created properly as expected.
- For saddle stitched books, make sure you have generated an appropriate number of pages.

Digital Vendor Recommendations

When engaging in a new web or software project, we recommend engaging with Information Technology and Communications pre-emptively to ensure alignment with best practices and internal processes. If in doubt of whom to reach out to, one can contact digitalgovteam@bellevuewa.gov to get properly routed.

Here are recommendations at a high level to follow from the Web Governance Policy and the ITD best practices:

- Any new initiative for online marketing campaigns that may include new websites, blogs, software and web applications, social media, email or other digital campaigns must include Information Technology Department (ITD) and City Manager's Communications Office (CMCO) in the planning phase.
- Content that's distributed via blog, email, or social media are subject to state laws concerning records retention, public disclosure, open public meetings and use of government resources apply and must be routed with the CMCO.
- Use or registration of vanity domains or BellevueWA subdomains will be approved by the proposing department's director or his/her designee as well as the ITD and the CMCO. All initial and ongoing costs relating to the vanity domains will be assumed by the proposing department. All city domains must be registered and owned through ITD, not through a third-party vendor or the department.
- Vendors are expected to conform with the city policy for Level AA of the Web Content Accessibility Guidelines 2.0 (WCAG 2.0) developed by the World Wide Web Consortium (W3C). The accessibility guidelines are extended to electronic documents and other digital products and services. The city performs regular scans of the site for accessibility issues, which vendors are expected to correct with support from ITD or CMCO.
- Vendors are expected to include an instance of Google Universal Analytics to help measure business outcomes. All city domains must be registered and owned through ITD, not through a third-party vendor or the department. If vendors need access to this data or to create reports, it will be requested from ITD include a roll off date to ensure data security.
- All digital products are expected to conform with the city's security, privacy, and technology standards. Please work with ITD to ensure compliance with current policy and standards.

Graphics' Customer Guide

The Graphics Team is part of a larger Digital Government Team and is committed to helping staff with all their branding-related projects. Here are some tips to help with the request process:

- Contact the Graphics Team directly when developing City of Bellevue branded materials. Requests can be made through the city's SharePoint site via the [IT Help Desk](#).
- Priority is given to public facing projects and materials.
- Work with your department's public information officer (PIO) when developing content. Depending on the project, Graphics and the department PIO may consult with the chief communications officer for final approval.
- Graphics Request should be submitted when you have all content including copy, images, graphs, etc.
- Submit requests early; a minimum of two weeks before the final due date is recommended. Please avoid ambiguous deadlines.
- You should work directly with Postal Services when creating a mailer to assure all postage/address/BRM artwork is correct.

More questions? Check the Digital Government Guidelines on **S:/CITY LOGO AND BRAND ASSETS**

Glossary of Terms

Logotype—words or the name of a business that is designed in a customized way.

Logomark—identifying mark or symbol that doesn't contain the business name, like a drawing or image that represents the business.

A "logo" is often made of a logotype and a logomark. But not every business needs both.

Logo—recognizable and distinctive graphic design, stylized name, unique symbol, or other device for identifying an organization, group, program or event. It is used in advertising and communication, on buildings and products.

Brochure—a piece of paper, usually folded up, that informs new customers about your product or service. Common folds can be found on page 16 in the Digital Government Guidelines.

Booklet—a small book consisting of a few sheets, typically with paper covers. Saddle stitched, perfect bound or spiral bound. See page 17 in the Digital Government Guidelines for reference.

Books—multi-page document, typically a report or guide. Saddle stitched, perfect bound or spiral bound. See page 17 in the Digital Government Guidelines for reference.

Poster—any piece of printed paper designed to be attached to a wall or vertical surface. Typically, posters include both textual and graphic elements, although a poster may be either wholly graphical or wholly text. Most common sizes are 11"x17" and 12"x18".

Sign—any piece of printed paper, plastic, vinyl, etc. designed to be attached to any surface or staked in-ground. Typically, signs include both textual and graphic elements, although a sign may be either wholly graphical or wholly text. Most common sizes are 18"x24" and 24"x36".

Banner—a long strip of fabric or vinyl bearing a slogan or design, hung in a public place or carried in a demonstration or procession. For example, Concourse banner, overpass banner, etc.

Spot colors or PMS (Pantone Matching System)—ink that has been specifically mixed and calibrated to a Pantone color matching system. It's a process of picking out a paint swatch—a color is picked from a catalogue of PMS /Spot colors.

Spot colors are used in offset and screen printing, usually in large runs. Spot colors are recommended if color accuracy is essential. If two spot colors are used for a print project, it is called a 2 color job. A specific plate has to be made for each spot color so the costs for such a printing job can drastically increase.

CMYK Process color—used in commercial color printing, offset and digital. It is also used to describe the printing process itself. CMYK refers to the four ink plates used in offset color printing: cyan, magenta, yellow, and black.

RGB color—used onscreen, what you see on your mobile devices, computer monitors, laptops, TV and movie screens, games and illuminated signs. It's a combination of Red, Green and Blue.

HEX (hexadecimal color)—used by designers and developers of websites. Color is expressed as a six-digit combination of numbers and letters. It's defined by mix of red, green and blue (RGB).

Existing Misc. Exceptions



1. Using approved program, team, initiative, etc. logo is acceptable.
1. **Partnerships**
The department logo for Bellevue Parks & Community Services can be used in limited cases along with partner logos. For all other external promotional materials, please use the official city logo.



FRONT, these cards do not have a back.

Fire C.A.R.E.S. business cards for staff and students. These cards are grandfathered in for a program mostly staffed by volunteers.

To order C.A.R.E.S. business cards:

Go to:

aaa-printing.com/customer_portal/login.html

Username: bellevuefire

Password: *1bellevuefire



iPad stand

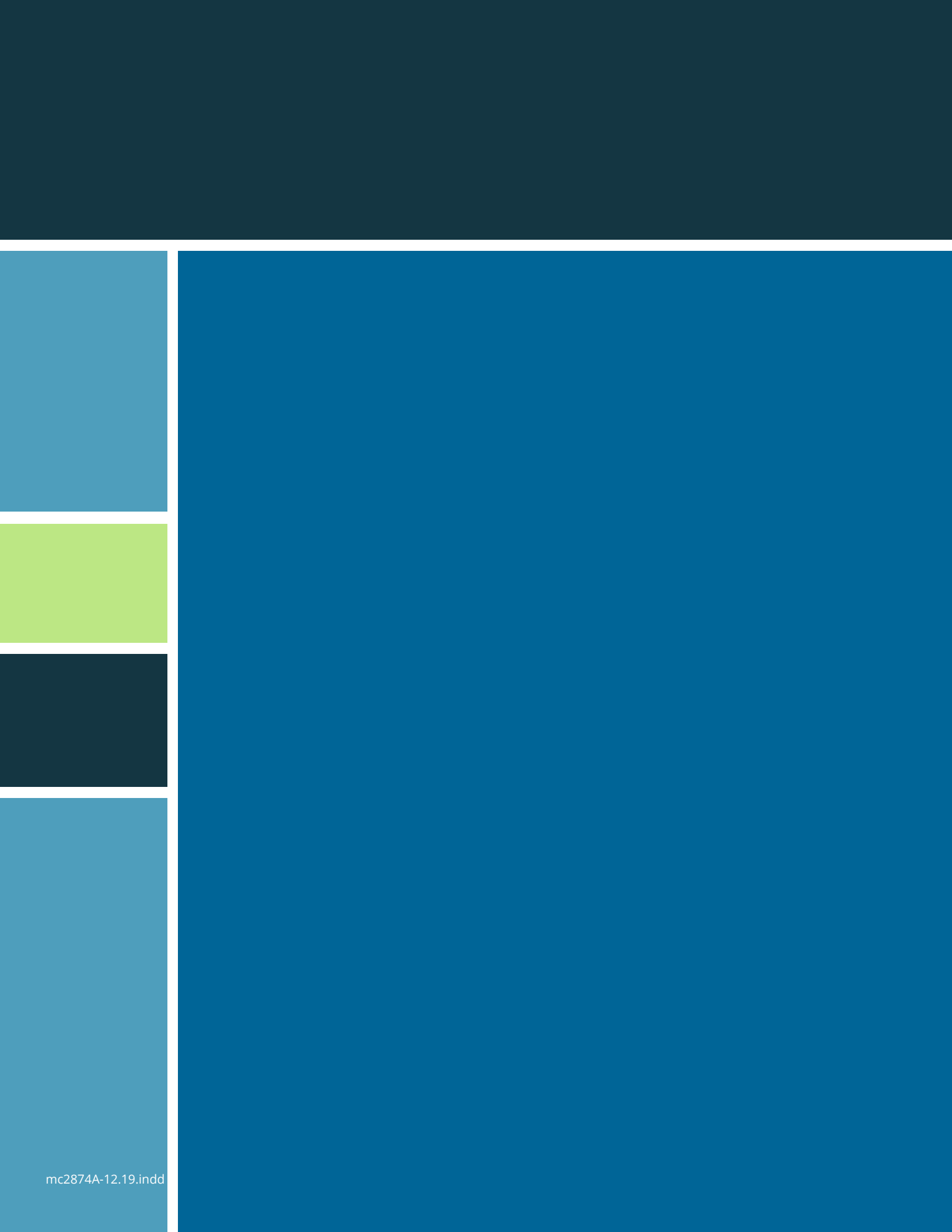
Notes

[illegible]

Notes

[illegible]

Inside cover, intentionally left blank, use for proper printing.



Attachment C

**Website
Policies and
Procedures**

City of Bellevue, Washington
Website Policies and Procedures

I. PRIVACY AND SECURITY

The City of Bellevue does not collect personal information about visitors to the city's website (<http://www.bellevuewa.gov>) unless visitors choose to provide it. The city automatically collects statistical information as described below, but it does NOT:

- Share any personal information gathered on this website with other agencies or persons unless required by law.
- Create personal profiles or provide personal information to private organizations.
- Collect and/or sell information for commercial marketing.

Automatically Collected Information

If a user browses the Bellevue website or downloads data, some information will be collected automatically. This information will not identify the user personally. It is used only to improve this site by telling the city the number of visitors and the types of browsers and operating systems visitors are using. The following information is collected each time someone visits the Bellevue Internet website:

- The Internet domain name (examples: aol.com or foxinternet.net) from which a user accesses the Bellevue site. Note: this is not an Internet address.
- The Internet protocol address from which a visitor connects to the Bellevue site. The IP address is a number assigned to a user's computer or provided by an Internet service provider whenever someone browses the Internet. The city uses this address to send data users request back to them.
- The type of browser used to visit the city site.
- The type of operating system used.
- The date and time a user visits the city site.
- The specific pages visited on the Bellevue site.
- If a visitor linked to the city site from another website, the address of that site.

Personal Information

In some cases a user may choose to provide the city or its agents with personal information, by filling out an online form or sending an e-mail. This may consist of information such as name, address or phone number. The information provided will be used only for a specific purpose, in most cases to enable the city to provide requested information. However, once submitted, that information becomes a public record subject to disclosure.

Users may review any personal information the city or its agents collect about them and may recommend changes to any personal information by submitting a written request. Usually, a user can change his or her personal information directly.

If a user believes their personal information is being used for a purpose other than what was intended when submitted, that person can contact the online editor at ciosso@bellevuewa.gov. In all cases, the

city will take reasonable steps to verify a requestor's identify before granting access or making corrections.

Site Security

The City of Bellevue has taken steps to safeguard the information on its site including monitoring, auditing and encryption. Security measures are taken as a part of the implementation of all Bellevue software and hardware infrastructure to mitigate risk. The city, however, cannot warrant as fail-proof the security of information collected or provided via this website. Unauthorized attempts to change information on this site or upload information are strictly prohibited.

Links to Other Sites

The City of Bellevue website contains links to other sites. The city's privacy and security policy does not apply to outside sites.

Subscription Services

The City of Bellevue and its agents offer users the option of having specified information sent to them by e-mail, phone text or website feed. The city will only collect the user data necessary to provide requested information. Only requested or emergency information will be sent using that data.

Neither the city nor its agents sell or rent mailing lists of its subscribers to any organization. The city *may* provide lists of its subscribers to project partner government agencies, and then only to provide customized information to residents or business owners who may be served by receipt of that information. PLEASE NOTE: The city and its agents may be required to provide e-mail lists to third parties if the information is requested under Washington State public disclosure law.

Subscribers have the permanent option to unsubscribe from any subscription services offered. Subscribers may at any time modify their contact information or remove their address entirely from the system.

Contact the online editor at ciosso@bellevuewa.gov if you have questions or suggestions regarding the city's subscription services.

Disclaimer

The City of Bellevue does not warranty the accuracy, reliability, or timeliness of the information published on its website and shall not be held liable for any losses caused by the reliance on such. Any person or entity that relies on any information obtained from this site does so at his or her own risk.

Sharing of information:

- When the city allows its staff members to communicate potentially confidential data over the Internet, authentication procedures and encryption schemes for potentially confidential data must be in place.
- The city may electronically share information between programs with related missions when the purpose for such sharing is to improve service delivery.

Records Management

- The city will stay informed of and adhere to applicable public records laws and statutes.
- The city will retain only those records that explicitly serve a government purpose, as mandated by statute or regulation.
- The city has a duty to make known the procedures it has in place for the inspection of information held about an individual or other entity.

- The Information Technology Department will save a “snapshot” of the city’s website on a monthly basis for public records retention purposes.

Responsibility

- The City of Bellevue is neither responsible nor liable for any delays, inaccuracies, errors, or omissions arising from use of this site or any material posted on the site. The city site and all materials contained on it are distributed and transmitted “as is” without warranties of any kind.
- The city is not responsible for any type of damages that may arise from the use of, or the inability to use, the site and/or the materials contained on the site whether the materials contained on the site are provided by the city or a third party.
- The city is neither responsible nor liable for any viruses or other contamination of visitors’ systems.

Cookies and Plug-ins

Cookies are simple text files stored on visitors’ computers by their web browsers. Cookies provide a method of distinguishing among visitors to a website and are frequently utilized to confirm the integrity of online transactions. If cookies are used, they will not contain personally identifiable information or otherwise compromise users’ privacy or security.

Plug-ins are tools downloaded to users’ computers to work with their software. Plug-ins are intended to enhance the browsing experience by enabling users to view information in a unique manner or enable access to information.

Online Services

If, during a visit to the City of Bellevue website, users access online services, the city will collect additional information related directly to those services.

Electronic Commerce

The city’s electronic commerce websites allow users the option to do business with the city over the Web, including making electronic payments for goods and services. Such transactions are allowed only under tightly controlled circumstances, where there are appropriate technological and other safeguards in place to protect financial and other sensitive data. Wherever possible, financial information is not seen or collected by the city itself. Instead, designated banks route the data, transfer the funds, and confirm payment to both the user and the city unless the customer has signed a written request that the city retain such information.

There may be some variation in the handling of financial data, depending on the method of payment users choose. However, in all cases, measures including but not limited to encryption are used to ensure the integrity and security of users’ financial information.

The provision of this information must not be construed in any way as giving business, legal or other advice, or warranting as fail-proof the security of information provided via city-supported websites.

Private Vendors

The City of Bellevue may use private vendors to provide online services as a means to reduce costs and improve services. These vendors are acting on behalf of the city and will abide by the relevant city policies.

II. LINKS

The city's website and social media pages contain links to other sites. These links are offered because the organization, agency or business is somehow affiliated or supportive of a city program or event. The city does not post links to organizations or businesses in return for them posting links to the city site. Neither does it post links in return for financial compensation.

The Internet sites available through these links and the materials found on them are not under the control of the city. Neither the City of Bellevue nor any agent, officer or employee warrants the accuracy, reliability or timeliness of any information published on outside sites. Making these links available is not an endorsement or recommendation of any of these sites, the materials on them or their organizations. The city provides these links only as a convenience to users. Links shall not include a "call to action" for users to patronize or support the linked business, agency or organization.

Moreover, the city is not responsible for the privacy practices of linked sites. These sites may send cookies to users, collect data or solicit personal information. Visitors should read the privacy statements of sites that collect personally-identifiable information.

Sites for Which Links Are Not Provided

The city does not provide links to:

- Sites containing material determined to be obscene, indecent, illegal or libelous;
- Candidate sites and sites advocating positions on ballot propositions (*See "Fair Campaign Practices" section below*);
- Commercial sites without affiliation with city projects, programs or objectives; and
- Individual personal home pages.

Fair Campaign Practices

To avoid the appearance of endorsement of political content, links will not be made to sites that are associated with, sponsored by or serve a candidate for elected office, any political party or organization supporting or seeking to defeat any candidate for elective office, or any ballot proposal. Links to factual information prepared by the city or other public organizations – such as the King County Voters' Pamphlet, Municipal League, League of Women Voters, and the Association of Washington Cities – may be provided as public information.

Link Maintenance

Departments will routinely check links on their web pages to ensure they are functional and contain no material that violates this policy.

Questions about the city's linking policy or requests to link to the city's website should be referred to the online editor at ciosso@bellevuewa.gov.

III. CONTENT

All content on the city's website will be sponsored or cosponsored by the city or directly linked to the city's policy objectives or departmental activities. Content will accurately reflect City Council and management policy positions. Political advocacy by individuals or interest groups, including current and former elected officials, is not appropriate material for the City of Bellevue website.

Website integrity

- The city will maintain one official website – <http://www.bellevuewa.gov> – for presenting in-depth information about city programs, services and events. No other independent city-sponsored, project-specific websites are allowed.
- To reach additional audiences, the city does post some content on social media sites Facebook, YouTube, Twitter and Flickr. The city has general pages on these sites: <http://www.facebook.com/bellevuewashington>; <http://www.youtube.com/BellevueWashington>; <http://twitter.com/bellevuewa>; and <http://www.flickr.com/photos/bellevuewashington/>. The city also has department and special-interest pages on these sites. Each department or special-interest social media page will be linked with the general city site for that social medium. More information about social media sites is available in the social media chapter of this document.
- As a member of consortiums for special projects and the eCityGov Alliance, the city supports or participates in other websites not part of the official city site.
- The city's Internet site will have a consistent look and feel from page to page and department to department. The Information Technology Governance Committee has authority to interpret this policy and the related guidelines if questions arise.
- The city's website will follow established policy guidelines for use of the city's logo.
- Use of the city seal is restricted to city-sponsored or city-contracted pages.

Copyrights

The City of Bellevue owns the copyright and/or service marks, trademarks, patents, or other proprietary rights on designated materials contained on this website, including but not limited to the website look and feel, text, graphic images, software, music, video, and any other format contained on this site. Users may print copies of materials or information or reference this site for their own personal, non-commercial use, provided that they retain the copyright symbol or other such proprietary notice intact on any copyrighted materials copied. Commercial use of this information is strictly prohibited without the express written permission of the city. The City of Bellevue reserves all other rights. The City Attorney's Office will establish guidelines for material suitable for copyrighting and will provide a central file of all copyright applications.

This site may also contain some material that is copyright-protected by others. For such material, the copyright holders retain rights for reproduction or redistribution. All persons reproducing or redistributing this information are expected to adhere to the terms and constraints invoked by that copyright holder. Such protected material, however, may be used under the terms of "fair use" as defined in the copyright laws.

Accessibility

The city recognizes its responsibility to deliver services and information accessible and useable by all people, including those with disabilities. For details, consult <http://www.bellevuewa.gov/accessibility.htm>. For questions, contact the citywide ADA coordinator.

The city makes no warranty or representation with respect to the accessibility of sites linked from our site.

Advertising

Paid commercial advertising is strictly prohibited on the Bellevue website. Any other promotion that appears on the city's website must meet the goals and objectives of the city and be directly tied to a benefit to the city, such as supporting sponsored programs.

IV. SOCIAL MEDIA

To facilitate greater citizen engagement and deliver information about city services and programs to additional audiences, the city has pages/profiles on social media sites. Social media sites typically allow posting of content – including text and photos – by site visitors.

The city is represented on Facebook at <http://www.facebook.com/bellevuewashington>; on YouTube at <http://www.youtube.com/BellevueWashington>; on Twitter at <http://twitter.com/bellevuewa>; and on Flickr at <http://www.flickr.com/photos/bellevuewashington/>.

To serve groups of residents with specific interests in department events and programs, the city can have additional social-media sites.

To ensure that residents can distinguish the city's social-media pages from others, all department or special-interest social media page will be linked with the general city site for that social medium (for example, the Parks Facebook page will be linked to Bellevue's general Facebook page).

To ensure that residents can still find out about all major City of Bellevue events and programs in one place, departments with social-media pages shall post information of citywide interest on the city's general social-media page(s), in addition to the department social-media pages. For example, a major event for the Fire Department posted on the department's Twitter page, would also be posted on the city's general Twitter page.

All Bellevue social media sites or services are considered an extension of the city's information networks, and are governed by the Bellevue Technology Resource Usage Policy and/or Website Policies and Procedures.

Approval Process

The City Manager's Office shall approve what social media outlets may be suitable for use by the city and its departments.

The city manager will review department requests to use social media sites and may delegate this review function to the New Media Group and the Director of Communications. The City Manager's Office will monitor the city's social media sites to ensure appropriate use, message and branding consistent with Bellevue's goals.

Violation of these standards may result in the removal of social media pages or the imposition of oversight before content is posted. The Communications director retains the authority to remove pages and manage the posting of content.

Moderation

While visitors to social-media sites hosted by the City of Bellevue can post content directly on some Bellevue social media pages, the content must comply with Bellevue guidelines, being essentially free

of libel, profanity and harassing attacks. A comment policy stating what kinds of comments are unacceptable will be posted on all social media pages.

Staff will monitor content posted by site visitors and delete it when it does not comply with the city's stated guidelines. These social media sites or services are "limited public forums," so the city can exert reasonable limitations on what comments/content are posted. Deleted content from visitors must be retained as public records. Unless the deleted content is "spam," so obviously in violation, staff will notify the individual who posted inappropriate material how the content was in violation.

Applicable Laws

Departments that use social media are responsible for complying with applicable laws regarding records retention and open meetings.

Comments from the public posted on one of the city's social media sites are considered public records. Staff should capture the content of the comment and manage it as a record. When the city posts content on one of its social media sites, which has not already been posted on its own site or in some other manner, that content should also be captured as records.

Linking

Wherever possible, links to more information should direct users back to the city's official website or partner sites for more information, forms, documents or online services necessary to conduct business with the city.

Blogs

"Blog," a contraction of the term "web log," refers to online journals that tend to feature relatively informal, first-person narratives. They can offer a valuable option for disseminating information and allow for comments from and interactive conversation with residents. City of Bellevue blogs have the potential to reach new audiences and engage stakeholders in a new way. City blogs are limited public forums to which state laws concerning records retention, public disclosure, open public meetings and use of government resources apply.

1. All Bellevue blogs shall be approved by the supervisor of the department or division sponsoring the blog, in consultation with the City Manager's Office, through the Director of Communications. As with social media, the New Media Group will advise the City Manager's Office regarding proposed and existing blogs. Blogs shall be published with the approved city blogging platform and tools, and administered by the Information Technology Department.
2. All City of Bellevue blogs and bloggers shall adhere to the:
 - a. City of Bellevue Website Policies and Procedures
 - b. City of Bellevue Technology Resource and Usage Policy
3. The city reserves the right to restrict or remove any content that is deemed in violation of these policies.
4. Each blog shall include an introductory statement that clearly specifies the purpose and topical scope of the blog.
5. Blogs can include links to referenced agencies or businesses, including event sponsors.

6. Blog authors can be any staff who are knowledgeable, due to their job, with the topic(s) addressed in the blog. In addition to posting entries, blog authors will moderate comments and, in some cases, post replies.
7. Blog moderators shall allow all comments topically related to the blog article and thus within the purpose of the limited public forum, in their entirety, unless they contain any of the following:
 - A. Vulgar, obscene, offensive, threatening or harassing language;
 - B. Promotion or perpetuation of discrimination on the basis of race, creed, color, age, religion, gender, marital status, status with regard to public assistance, national origin, physical or mental disability or sexual orientation;
 - C. Content that is defamatory or potentially libelous;
 - D. Sexual content;
 - E. Promotion or advertisement for any business or other commercial purpose;
 - F. Promotion of or opposition to any ballot proposition and/or any person campaigning for election to political office.
 - G. Content for conducting or encouraging illegal activity,
 - H. Content that compromises the safety or security of the public or public systems;
 - I. Violation of a legal ownership interest of any other party; or
 - J. Links to websites or documents focused on any of the above.
8. It is the responsibility of blog moderators to be knowledgeable about the city's blog policy.
9. All blogs shall clearly indicate that they are maintained by the City of Bellevue and shall have city contact information prominently displayed. To ensure blogs are consistent with the city's branding, the CMO should be consulted regarding the look of the blog.
10. Blogs focused on time-sensitive issues may have fixed timelines. Such blogs will be removed from public view once their useful life is completed, as determined by the City Manager's Office and the sponsoring department.

Legal Requirements

1. **Public Disclosure:** City of Bellevue blogs are subject to State of Washington Public Records Act (RCW 42.56). All blogs shall clearly indicate that all content posted or submitted for posting is subject to public disclosure. All blogs shall include a notification that public disclosure requests must be directed to the city's public records officer.
2. **Records Retention:** Relevant city records retention schedules apply to blogs and blog content. The blog moderator is responsible for retaining the related public records. All blog content, including comments submitted but not posted or deleted because of inappropriate content, will be considered public records. The content should be maintained in a format that preserves the integrity of the original record and is easily accessible. Content submitted but not posted will be retained along with the reason the content was deemed not suitable for posting. Efforts need to be taken to ensure that content and comments posted on blog sites not fully controlled by the city are captured for the entire retention period (typically two years – potentially longer for elected officials).
3. **Limited Public Forum:** As a form of communication by the government focused on specific issues, a City of Bellevue blog can be considered a limited public forum. Essentially, blog moderators can decline to post comments without being accused of violating free speech rights. However, comments can only be removed or left out if they have content named in number 7

of the General section above. Comments cannot be removed or left out simply because the commenter disagrees with or is critical of a city program or event. The criteria for comments not posted must be objective, and so must the application of that criteria. The city's policy regarding inappropriate comments shall be posted and city bloggers must specify how a comment is inappropriate per the policy.

Author and Commenter Identification

1. All blog authors shall be clearly identified.
2. Blog commenters shall register with a profile authenticated by the tool/format/website used for hosting the blog.

Provisions for Council Members

Council members may choose to launch blogs, either on their own or hosted by the city. Elected officials are expected to be knowledgeable and comply with the following issues relevant to blogs:

Use of City Resources: According to RCW 42.17.130, no elected official can use or authorize the use of public facilities, including city-sponsored blogs, for campaign purposes. Council members cannot post entries to their blogs between the day they announce they are running for reelection and the day someone has been elected for the seat. Blogs cannot contain campaign information, including links to websites intended to promote a political campaign.

Records Retention: Whether the blog is city-hosted or handled by the council member on their own, all entries and comments shall be retained. The laws relative to this are not specific about the format. As long as the council member has a consistent way to retain all the records, including comments not posted, he or she will be in compliance.

Open Public Meetings: Council members should avoid posting comments to other council members' blogs. If two or three council members discuss city business on a blog, it could be a violation of the Open Public Meetings Act.