



SHAKER HEIGHTS

Communications and Marketing Committee Shaker Heights City Hall, Conference Room B Thursday, June 20, 2019, 6:30 PM

1. Approval of the February 14, 2019 meeting minutes

Documents:

[MIN021419.PDF](#)

2. Approval of amendment to shark&minnow contract for 2019-2020

Documents:

[SHARKMINNOWAMEND CM.PDF](#)
[SHARKMINNOWCONTRACTVIDEOPROPOSAL.PDF](#)

3. Presentation of Shaker Life editor contract recommendation

Documents:

[SL EDITOR CM MEMO.PDF](#)

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DRAFT

Communications & Marketing Committee

Thursday, February 14, 2019

6:30 P.M.

Shaker Heights City Hall, Conference Room B

Members Present: Earl Williams Jr., Chairperson, Council Member
Tres Roeder, Council Member
Timeka Rashid, Resident Member
Courtney Ricchetti, Resident Member

Others Present: David E. Weiss, Mayor
Jeri Chaikin, Chief Administrative Officer
Vicki Blank, Communications and Marketing Director

The meeting was called to order by Chairperson Earl Williams at 6:35 p.m.

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Approval of the January 17, 2019 Meeting Minutes

Chair Williams asked if there were any changes to the minutes of the January 17, 2019 meeting. It was moved by Council Member Tres Roeder and seconded by Resident Member Courtney Ricchetti to approve the minutes as submitted.

Minutes of the January 17, 2019 meeting were approved as submitted.

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Approval of Amendment to shark&minnow contract for 2019-2020

Communications and Marketing Director Vicki Blank reminded the committee that when the contract with shark&minnow was presented last fall, it included language that identified the potential need for an additional scope of work, specifically for the Moreland Infill Project. The committee would be asked to recommend approval of an amendment to the contract specific to the Moreland Infill Project.

Director Blank indicated that one goal of the Housing and Neighborhood Plan, developed in 2015, was to attract new residents and increase property values through modernization of available or new properties, offering energy efficiency and accessibility upgrades, and leveraging City-owned assets such as vacant lots. Winners of the 2016 Shaker Design Competition entered into development and use agreements with the City to build properties that would deliver on this goal. The first, Knez, is ready to begin construction.

CITY OF SHAKER HEIGHTS

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The amended contract with shark&minnow will develop a marketing campaign to target a market of prospective residents interested in this infill housing project. It will focus specifically on attracting people to the Moreland neighborhood. The amendment becomes part of the shark&minnow two-year contract that began in January adding an additional not-to-exceed amount of \$30,000, bringing the total contract to \$165,000 for the two-year period.

The \$30,000 has already been appropriated to the Neighborhood Revitalization Department budget. The Communications and Marketing Department will manage the project as part of its overall attract and retain campaign. The Director asked for the committee's recommendation to approve the contract and proceed to the Finance and Administration Committee and on to Council.

Member Roeder asked whether consideration was given to seeking proposals from other companies for the \$30,000 contract. Director Blank explained the importance of the Moreland component as a piece of an overall campaign. While the campaign will address this particular neighborhood, it will do so in the context of the same qualities of life that distinguish the City of Shaker Heights as a whole. While there are other talented marketing firms, the campaigns must have a uniform look and feel with linked marketing and branding messages.

In response to a question about using public funds to promote a private development, the committee discussed other examples of providing support to private investors such as the Van Aken District and the Townhomes of Van Aken. CAO Chaikin indicated that Moreland was selected for this work because it was the neighborhood hardest hit by predatory lending, had the most foreclosures, and a unique income demographic. The project goes beyond marketing for a private developer building on a vacant lot to using infill marketing as a tool to attract a new population to Moreland.

The committee briefly discussed the support of the Moreland neighbors for the project as a way to see their community revitalized. A member referenced the Moreland community Facebook page, which posted a video that speaks to the diversity and intergenerational relationships within it.

The Mayor mentioned his focus on making sure the City is leveraging multiple objectives at the same time. Although this marketing is concentrated on the infill housing initiative, it takes into account the whole area, aligning with economic development along Lee Road. A selling point for Moreland and Lomond is the ability to walk to adjacent businesses. All these efforts go hand-in-hand: a cross marketing of living, working, and redevelopment. This campaign is an aspect of the overall marketing of the City, of which Lee Road is a critical component.

Director Blank responded to an inquiry regarding the connections between the schools, City, and the real estate community by explaining how closely they work together. She further explained that the schools meet regularly with the realty community, a group who also relies heavily on the City for marketing support in their efforts. Knez will be choosing a Shaker realtor to help sell these houses. The marketing plan will connect prospective buyers with Knez.

Resident Member Courtney Ricchetti moved and Resident Member Timeka Rashid seconded recommendation for approval of the amendment to the contract with shark&minnow and advancement to the Finance committee.

Committee members voted to recommend approval of the amendment to the contract with shark&minnow in an additional amount of \$30,000 for a two-year period, for a total contract of \$165,000.

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There being no further business, it was moved by Resident Member Courtney Ricchetti, and seconded by Resident Member Timeka Rashid, that the meeting be adjourned. The meeting was adjourned at 6:56 p.m.

Earl Williams Jr., Council Member, Chair
Communications & Marketing Committee



Memorandum

To: Members of Communications & Marketing Committee
From: Julie Voyzey, Director, Communications & Marketing
cc: Mayor David E. Weiss
Chief Administrative Officer Jeri E. Chaikin
Date: June 20, 2019
Re: Additional Amendment to shark&minnow Contract

The Communications and Marketing Department requests the recommendation of the Communications and Marketing Committee to make an additional amendment to the personal services contract with shark&minnow. This amendment is to develop new strategic photo and video assets for use in the campaign to attract and retain residents in the coming years. The amendment is in the amount of \$39,567. The total contract would now be \$204,567. The term of the original contract was from January 1, 2019 through December 31, 2020. An earlier amendment in the amount of \$30,000 comes from the Neighborhood Revitalization Department budget. The dollars for this amendment would come from the Communications and Marketing budgets for 2019 and 2020.

Context

The Communications and Marketing Department conducted an RFP process in 2017 to identify a marketing firm to provide services in the campaign to promote the Van Aken District and to provide miscellaneous other marketing communications and public relations services. That contract was awarded to shark&minnow and ended in September 2018. An interim contract with the agency, covering the fourth quarter of 2018, continued miscellaneous marketing communications and public relations services and funded the start of work to refresh the City logo.

A new two-year contract covering the period January 2019 through December 2020 has seen completion and rollout of the City's brand identity logo with newly designed letterhead, envelopes, memorandum form and two-sided business cards, as well as full incorporation of the new designs into the recently launched City website. Work with shark&minnow has also included design and launch of a citywide Attract and Retain campaign and the early stages of research on a related campaign to promote the Infill Housing Project in the Moreland neighborhood.

Background

In the earliest marketing campaign created by the newly created Communications and Outreach Department (as it was then known), a video about the community was among the first assets developed. It was understood then, and is even truer today, that video tells a story that efficiently and effectively delivers brand awareness. Both photo and video assets are usable across marketing

communications vehicles including promotional advertising, the City's website and especially in social media contexts.

Shark&minnow recently led the marketing team through an analysis of the significant impact of video and image-based content in social media. Below are some of the insights and recommendations that emerged:

Facebook

Insights:

- Videos earn 135% more reach than posts with only an image
- Users spend an average of 58 minutes on Facebook everyday
- Facebook is the third most-visited website (after Google and YouTube)
- Mobile-optimized Facebook video lifts brand awareness to 67%

Recommendations:

- Incorporate more videos
- Utilize Facebook Stories (content that relies more on visual than written info)

Twitter

Insights:

- 500 million tweets sent each day
- 80% of Twitter users are affluent millennials (a target market for prospective residents)
- Photos boost retweets by 35% (expanding reach)
- Videos are 6x more likely to be retweeted than tweets with just photos

Recommendations:

- Use more video

Instagram

Insights:

- 500 million+ active account users
- Ad recall is 2.8x higher on Instagram than on other social platforms
- Posts that feature faces get up to 38% more likes than those that don't

Recommendations:

- Continue to share beauty shots of the City
- Continue to share marketing campaign photos
- Create interactive stories about Shaker, using micro-interviews with residents (video vignettes)

Recommendation

The proposed amendment to the Attract and Retain contract provides for production of a documentary style brand video that will be both intimate and cinematic. It will contain an overview of the community and will highlight the impact of the people and the place, demonstrating the factors that motivate moving to and remaining in Shaker – which are at the heart of the Attract and Retain Campaign.

The video will run between three and five minutes in length, allowing it to be both comprehensive and adhering to digital video best practices. In addition, creation of the video addresses the department's restructuring, in which it has reoriented away from staff-conducted city tours, requests for which have dropped significantly over the years. In addition, the video shoots will be treated as asset collection sessions, capturing photographs during these sessions which will benefit both shakeronline.com and the campaign landing page, Shaker365.com and will replenish and update the photo archives. The agency will also film and format short clips from the interviews (vignettes), b-roll (supplemental footage), and behind-the-scenes video for use in social media contexts (i.e., stories).

Final deliverables for the project include one Brand Video, more than 50 Photographs, and 9 to 12 vignettes.

The breakdown of the project's estimated costs is:

Pre-Production:	\$ 6,500
Production:	\$16,400
Post-Production:	\$18,750
Total :	\$41,650
Less 5% government discount	\$39,567

Funds sufficient to cover the cost of these additional services are available in the Communications and Marketing Department budgets for both years of the contract term. The department now requests that the Communications and Marketing Committee recommend approval of this amended contract with shark&minnow in the amount of \$204,567 for the period January 1, 2019 through December 31, 2020.



VISION

This process is being initiated in an effort to replace physical materials and the driving tour that have been previously utilized with prospective/new residents. The purpose of the brand video is to provide an overview while marrying the impact of people/place and demonstrating the motivating factors at the heart of the Attract and Retain Campaign.

Through interviews and documentary-style b-roll footage, we will allow the audience to understand our City.

STRUCTURE

The brand video will be between 3-5 minutes in length, allowing it to be comprehensive in nature while adhering to digital video best practices.

Proposed Topics for Inclusion:

- Events
 - Memorial Day Parade (May)
 - Schools
 - Clap Out
 - Sports?
 - Bloom & Buzz (May)
 - Moreland – Hildana Park Celebration (June)
 - Sunset Market (June)
 - Block Parties/Lemonade Stand? (Summer)
 - Thornton (Summer)

- Pool
- Ice Rink
- People
 - Business Owners/Patrons (*Dial up “gathering” & “proximity”)
 - Pistone’s
 - 3-19 Coffee
 - Process Canine
 - VAD (Michael’s Genuine? Scorpacciata? Dawn Cook? RMS working on Phase II planning?)
 - City Services
 - Fire
 - Garden
 - Harvest/Jam
 - Police (*At Memorial Day Parade)
 - Homeowners
 - Long-Term
 - Newer Residents
 - Same-Sex Couple
 - Retiring in Place
 - Mayor for a Day Contest Winner?
- Beauty Shots
 - Walking Trails
 - Bike Paths
 - Lakes
 - Nature Center
 - Birding
 - Walking Paths
 - Schools
 - Housing (*Identify 1-2 options within each neighborhood, show diversity of housing products)
 - RTA
 - Dealership

VISUALS/STYLE

Video will be documentary style, intimate and cinematic. The video will work to inspire viewers and demonstrate the sense of community Shakerites feel, on-screen. The intimacy of the interviews will make viewers feel that they are connected to residents and their stories (*in the vignettes). Heavy b-roll and tonally appropriate bed music throughout.

SCHEDULING

It is assumed that shooting will span, roughly, 12 full days across a period of 2 months (May-June). shark&minnow team members will be onsite to conduct and capture the interviews and other photo/video footage. Costs assume inclusion of all equipment (camera, audio, drone, etc.) necessary to complete the project. Video will be delivered as broadcast quality, versioned for each touchpoint.

Post-Production for the brand video will take place immediately following the shoot window. It is assumed that this video will be completed in July given the dates of several events included (may be expedited with the removal of events). We will cut the vignettes as they are shot.

DELIVERABLES

Photography

The shoot window is being treated as an asset collection session, providing assets that will be owned by Shaker Heights at the conclusion of production. During the shoot days, we will capture photography to use for deliverables such as:

- Social Media
- Website

Video

- Brand Video

- We will also film/format short clips from the interviews, b-roll, and behind the scenes video for the City's use in Social Media. Our intention is to create, minimally, 9-12 of these clips (likely more).

INVESTMENT

Comprised in shark&minnow's current contract are the following services:

- Account/Project Management
- Creative Direction
- Strategy/Alignment with Attract & Retain Campaign
- Planning, Implementation & Execution of the Promotion of any Content through Paid/Organic efforts

The following services may be layered on to achieve the articulated production scope:

- Pre-Production
 - Final Deliverable Ideation
 - Shot List Creation
 - Scheduling
 - Equipment Planning/Test Shooting (*Where applicable)
 - Cinematography Approach/Planning
- Production
 - Photography (*Buyout)
 - Video (*Buyout)
 - Audio (*Buyout)
- Post-Production
 - Editing
 - Audio Mixing
 - Motion Graphics
 - Finalization/Finishing/Formatting

It is assumed that this project will span late-April through July/August. The intention is to enact a “Round of Production” that creates a working Asset Database as well as the final deliverables scoped as part of this document (i.e. 1 Brand Video, >50 Photographs, 9-12 Vignettes).

Costs for the completion of this work are estimated as follows:

- Pre-Production = \$6,500
- Production = \$16,400
- Post-Production = \$18,750
- Total = \$41,650
- Total Minus 5% Governmental Discount = \$39,567

*Costs include all staffing, equipment & software necessary to complete the work.



Memorandum

To: Members of Communications & Marketing Committee
From: Julie McGovern Voyzey, Director, Communications and Marketing
cc: Mayor David E. Weiss
Chief Administrative Officer Jeri E. Chaikin
Date: June 20, 2019
Re: Shaker Life Editor Contract Recommendation

The Communication and Marketing Department requests the Communications and Marketing Committee's recommendation to enter into a three-year personal service contract with Rory O'Connor in the amount of \$60,000 per year for Operating and Editorial Consulting Services for *Shaker Life* magazine for the period beginning January 1, 2020 through December 31, 2022.

Context

Shaker Life has been a publication of the City of Shaker Heights for 35 years. Originally serving as a way to simply keep residents informed about the community, over the years it has become a powerful and sophisticated tool used to drive the City's attract and retain messaging. It has also steadily gained significant advertising revenue thereby reducing taxpayer subsidy.

The magazine is mailed to all homes, free of charge, on a quarterly basis. Residents often tell us they look forward to the well written, informative and interesting articles, which remind them of the things they value most about living in Shaker Heights. With a focus on the visual presentation, readers also tell us they are regularly dazzled by the beautiful photography. A recent logo refresh and launch of the Shaker365 marketing campaign, have further elevated the importance, impact, and quality of the magazine as a cornerstone in achieving the City's attract and retain goals.

Using the results of the Triad Survey as a guide, editorial content is developed to remind current residents why they chose to live here and what they love about the City. The magazine serves as a way to deepen their connection to the City and encourage their continued commitment and investment in their homes. In recent months, we have provided extra magazines to realtors for use at open houses as a tool to entice prospective buyers to make Shaker their home. The magazines have replace the packets of material we previously distributed, which had become outdated and inefficient.

Communications & Marketing Department staff act as publisher and writers for the magazine. In addition, we contract with a team of consultants, including the following:

- Editor
- Design team of two
- Advertising team of two
- Freelance writers
- Freelance photographers
- Freelance proofreader
- Printer

Shaker resident Rory O'Connor is the current editor of *Shaker Life*. His three-year contract expires December 31, 2019. In order to ensure that there is no disruption in the production of the magazine, the department prepared a Request for Qualifications for the position well in advance of the contract expiration and distributed it on May 6. The RFQ was posted on the City's website and promoted on social media channels. It was also emailed directly to individuals who have worked with the magazine, have editorial experience, and/or who may know people with the skill set to be a successful editor.

Recommendation

We received two submissions by the May 31 deadline. One from Shaker resident Rory O'Connor, the current editor, and the other from Kristan Schiller, a freelance travel writer and editor who grew up in Shaker Heights and recently moved back after living in New York City.

Mr. O'Connor proposed a fee of \$60,000. Ms. Schiller proposed a fee of \$65,000.

Ms. Schiller has extensive experience as a published travel writer and editor most recently at Fodor's Travel. She has written about travel for guidebooks, newspapers, magazines and travel blogs and has bylines in many publications. However, her experience is very narrow, confined almost exclusively to global travel writing. As compared to Mr. O'Connor, we felt there were significant gaps in the editorial and magazine skills required for success in this position. In addition, her proposed fee was higher.

After careful review within the department, we are confident that Rory O'Connor is the best-qualified person for the position. He is an award-winning writer with 35 years of experience in newspaper and magazine journalism, public relations and marketing and has served as editor of *Shaker Life* since 2005. For 20 years, until 2009, he was principal in Whelan Communications public relations and publications consulting firm. Prior to that, he gained experience as a writer for a variety of magazines in Florida and Cleveland, eventually becoming Managing Editor of *Cleveland Magazine*.

Over the years, Mr. O'Connor has proven to be a valuable partner in advancing the attract and retain goals of this department by proposing features that reflect the City's priorities and the Triad Survey results about why residents live in and love Shaker. He understands the power of using the magazine as a vehicle to retain residents, and more recently how to carefully create editorial content to appeal to prospective residents, as well.

Under his direction, the magazine now includes a Great Shaker Homes series which has been instrumental in shining a spotlight on the City's incredible housing stock while leveraging housing contractor advertising. He also created the Work-Live feature to support the goals of the economic development department, and recently launched a series called Brilliant Careers to highlight residents who have had unusual career paths and achieved acclaim in their profession. The most recent of these

focused on architect Bob Madison, a feature written by Mr. O'Connor, which is the centerpiece of a submission of *Shaker Life* for a national award.

In addition, during his tenure as editor, Mr. O'Connor recommended and facilitated the contracting of a professional ad manager, which has been transformative in terms of steadily increasing ad sales and reducing public subsidy. In 2018, the total expenses for four issues were \$204,335 and revenues were \$201,163. The taxpayer subsidy for four issues was only \$3,172. We are on pace for a similar subsidy for 2019.

Under the leadership of Rory O'Connor, who coordinates the magazine team, the production of *Shaker Life* works like a well-oiled machine. His extensive magazine experience, ability to manage the team, deep knowledge about Shaker Heights, and his complete understanding of the goals of *Shaker Life* make him ideally suited for the position.

Longevity and consistency in the editor position are crucial to maintaining a smooth running magazine operation in a busy City department. For these reasons, the Operating and Editorial Consulting Services contract works best as a three-year term.

Funds sufficient to cover each year's cost for these services are allocated in the Communications and Marketing/Shaker Life budget. The Communication and Marketing Department requests the Communications and Marketing Committee's approval to enter into a three-year personal service contract with Rory O'Connor in the amount of \$60,000 per year for the Operating and Editorial Consulting Services for *Shaker Life* magazine for the period beginning January 1, 2020 through December 31, 2022.