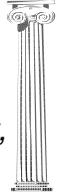


City of Lake Stevens Vision Statement



By 2030, we are a sustainable community around the lake with a vibrant economy, unsurpassed infrastructure and exceptional quality of life.

CITY COUNCIL REGULAR MEETING AGENDA Lake Stevens School District Educational Service Center (Admin. Bldg.) 12309 22nd Street NE, Lake Stevens

Monday, April 28, 2014 - 7:00 p.m.

NOTE: **WORKSHOP ON VOUCHERS AT 6:45 P.M.**

CALL TO ORDER: 7:00 p.m.
Pledge of Allegiance

ROLL CALL:

GUEST BUSINESS:

EMPLOYEE APPRECIATION: A Years of Service Awards Vern

PROCLAMATION: A Letter Carriers' Food Drive Day Vern

CONSENT AGENDA: *A Approve 2014 vouchers. Barb
*B Approve Joint City Council and Planning Commission workshop meeting minutes April 14, 2014. Barb
*C Approve Council regular meeting minutes of April 14, 2014 Barb

ACTION ITEMS: *A Amendment No. 1 to ILA for Interjurisdictional Coordination Relating to Affordable Housing within Snohomish County Becky
*B Professional Services Agreement with Roger Brooks International, Inc for Branding Becky
*C Ordinance 911 Amending LSMC 2.23 – related to Code Enforcement Commissions Dan

DISCUSSION ITEMS: **A 2013 Police Annual Report Dan
*B 2014 Comprehensive Plan Docket Introduction Russ

COUNCIL PERSON'S BUSINESS:

MAYOR'S BUSINESS:

STAFF REPORTS:

Lake Stevens City Council Regular Meeting Agenda

April 28, 2014

INFORMATION

ITEMS:

ADJOURN:

* ITEMS ATTACHED	** ITEMS PREVIOUSLY DISTRIBUTED	# ITEMS TO BE DISTRIBUTED
------------------	---------------------------------	---------------------------

THE PUBLIC IS INVITED TO ATTEND

Special Needs

The City of Lake Stevens strives to provide accessible opportunities for individuals with disabilities. Please contact Steve Edin, City of Lake Stevens ADA Coordinator, (425) 377-3227, at least five business days prior to any City meeting or event if any accommodations are needed. For TDD users, please use the state's toll-free relay service, (800) 833-6384, and ask the operator to dial the City of Lake Stevens City Hall number.

NOTICE:

All proceedings of this meeting are audio recorded, except Executive Sessions

Proclamation

LETTER CARRIERS' FOOD DRIVE DAY May 10, 2014

WHEREAS, in 2013, many households in the City of Lake Stevens, Snohomish County, and Washington State struggle to provide enough food for their families; and

WHEREAS, children are more likely to lack sufficient food than the population as a whole; and

WHEREAS, the National Association of Letter Carriers is working to alleviate the challenges of hunger in Washington State through its annual *Stamp Out Hunger* food drive; and

WHEREAS, on May 10, 2014, letter carriers in the City of Lake Stevens will join fellow letter carriers in Washington State and across the nation in what has become the nation's largest one-day food drive; and

WHEREAS, letter carriers anticipate collecting an even greater amount of food than last year from postal customers for donation to the food banks and pantries in their communities;

NOW THEREFORE, I, Vern Little, Mayor of the City of Lake Stevens on behalf of the City Council and our community do hereby proclaim May 10, 2014 as

Letter Carriers' Food Drive Day

in the City of Lake Stevens, and I urge all people in our city to join me in this special observance.

Under my hand and seal this 28th day of April, 2014

Vern Little, Mayor





This page left blank intentionally

**BLANKET VOUCHER APPROVAL
 2014**

We, the undersigned Council members of the City of Lake Stevens, Snohomish County, Washington, do hereby certify that the merchandise or services hereinafter specified have been received and that the following vouchers have been approved for payment:

Payroll Direct Deposits	4/15/2014	\$128,050.23
Payroll Checks	36731-36732	\$5,732.49
Electronic Funds Transfers	ACH	\$24,780.93
Claims	36492, 36628, 36733-36787	\$64,607.88
Void Checks		
Tax Deposit(s)	4/15/2014	\$53,419.83
Total Vouchers Approved:		\$276,591.36

This 28th day of April 2014:

Mayor

Councilmember

Finance Director

Councilmember

Councilmember

Councilmember



This page left blank intentionally



Accounts Payable Checks and EFTs for period of 04/15/2014 - 04/28/2014

Invoice	AccountCode	Account Description	Item Description	Amount	
Dept of Labor and Industries			Check 0	4/28/2014	\$21,172.21
Q1.2014	001-008-521-20-24-00	LE-Workmans Compensation	Q1.2014 Workers Comp Insurance	(\$2.73)	
Q1.2014	001-013-518-30-24-00	GG-Workers Compensation	Q1.2014 Workers Comp Ins-Volunteers	\$26.65	
Q1.2014	001-000-281-00-00-00	Payroll Liability Taxes	Q1.2014 Workers Comp Insurance	\$21,148.29	
Dept of Retirement PERS LEOFF			Check 0	4/28/2014	\$1,850.00
	001-000-282-00-00-00	Payroll Liability Retirement	PR Batch 00001.04.2014 Deferred Comp State Deduction	\$1,850.00	
Dept of Revenue			Check 0	4/28/2014	\$231.26
Mar-14	001-013-518-90-49-06	GG-Excise Tax	March 2014 Excise Taxes	\$231.26	
Nationwide Retirement Solution			Check 0	4/28/2014	\$1,125.00
	001-000-282-00-00-00	Payroll Liability Retirement	04/15/14 Deferred Comp Nationwide Ded	\$1,125.00	
Washington State Support Registry			Check 0	4/28/2014	\$402.46
	001-000-284-00-00-00	Payroll Liability Other	04/15/14 Child Support	\$402.46	
EFTPS Electronic Federal Tax Pmt System			Check 0	4/28/2014	\$53,419.83
	001-000-281-00-00-00	Payroll Liability Taxes	04/15/14 Medicare Employer Portion	\$2,784.21	
	001-000-281-00-00-00	Payroll Liability Taxes	04/15/14 Federal Income Tax	\$24,041.43	
	001-000-281-00-00-00	Payroll Liability Taxes	04/15/14 FICA Employee Portion	\$11,904.99	
	001-000-281-00-00-00	Payroll Liability Taxes	04/15/14 Medicare Employee Portion	\$2,784.21	
	001-000-281-00-00-00	Payroll Liability Taxes	04/15/14 FICA Employer Portion	\$11,904.99	
Teamsters Local No 763			Check 36492	4/15/2014	\$277.00
02/28/14 PR	001-000-284-00-00-00	Payroll Liability Other	PR Batch 00002.02.2014 Teamster Union Dues	\$277.00	
United Way of Snohomish Co			Check 36628	4/15/2014	\$115.84
03/14/14	001-000-284-00-00-00	Payroll Liability Other	PR Batch 00001.03.2014 United Way	\$115.84	
Barnes James			Check 36733	4/18/2014	\$144.00

Invoice	AccountCode	Account Description	Item Description	Amount
ALICE training	001-008-521-20-43-00	LE-Travel & Meetings	2014 ALICE training in Idaho	\$144.00
Carter David			Check 36734	4/18/2014
ALICE training	001-008-521-20-43-00	LE-Travel & Meetings	2014 ALICE training in Idaho	\$144.00
Ace Hardware			Check 36735	4/28/2014
41832	001-010-576-80-31-00	PK-Operating Costs	Electrical outlets North Cove stage	\$69.40
41905	410-016-531-10-31-02	SW-Operating Costs	Grinding Discs	\$18.71
41905	101-016-544-90-31-02	ST-Operating Cost	Grinding Discs	\$18.71
41902	001-010-576-80-31-00	PK-Operating Costs	Grass seed	\$43.43
41875	001-008-521-20-31-01	LE-Operating Costs	Lock for PD cabinets	\$14.10
41866	001-012-575-50-31-00	CS-Community Center-Ops	Hardware to fix Comm Ctr Bathroom door	\$33.07
ACES			Check 36736	4/28/2014
9987	001-005-517-60-31-00	HR-Safety Program	Training-Blood Borne Pathogens	\$75.66
9989	001-005-517-60-31-00	HR-Safety Program	Safety mtg-Emergency Action Plan	\$75.66
9987	101-016-517-60-31-00	ST-Safety Program	Training-Blood Borne Pathogens	\$126.67
9989	101-016-517-60-31-00	ST-Safety Program	Safety mtg-Emergency Action Plan	\$126.67
9989	410-016-517-60-31-00	SW-Safety Program	Safety mtg-Emergency Action Plan	\$126.67
9987	410-016-517-60-31-00	SW-Safety Program	Training-Blood Borne Pathogens	\$126.67
Anderson Jennifer			Check 36737	4/28/2014
May-14	001-000-284-00-00-00	Payroll Liability Other	Section 125 Dep Care Reimb	\$416.66
Auto Additions Inc			Check 36738	4/28/2014
IN0011487	520-008-594-21-63-00	Capital Equipment	Squad car lights	\$207.99
Blumenthal Uniforms			Check 36739	4/28/2014
53887	001-008-521-20-26-00	LE-Clothing	Uniform - Rutherford	\$992.60
61273	001-008-521-20-31-01	LE-Operating Costs	Drug kits	\$264.50
53862-03	001-008-521-20-26-00	LE-Clothing	Uniform - Rutherford	\$112.94
53862-02	001-008-521-20-26-00	LE-Clothing	Uniform - Rutherford	\$376.46
Business Card			Check 36740	4/28/2014
				\$4,241.41

Invoice	AccountCode	Account Description	Item Description	Amount	
04/14 2772	001-003-514-20-41-00	CC-Professional Services	Help Wanted Deputy Clerk	\$50.00	
04/14 4268	001-013-518-20-49-00	GG-Miscellaneous	Website annual fee	\$125.00	
04/14 0979	001-008-521-20-31-01	LE-Operating Costs	Headlight PT41	\$16.28	
04/14 1324	001-007-558-50-49-00	PL-Miscellaneous	PAW membership	\$150.00	
04/14 0979	001-008-521-20-31-01	LE-Operating Costs	Door jam	\$244.35	
04/14 7750	101-016-542-64-48-00	ST-Traffic Control - R&M	Elec inspections-flashing school zone lights	\$379.00	
04/14 0979	001-008-521-20-43-00	LE-Travel & Meetings	Expenses related to Lt assessment mtgs	\$800.54	
04/14 2772	001-007-558-70-41-00	PL-Economic Devel	Publications	\$38.54	
04/14 2772	001-002-513-11-43-00	AD-Travel & Meetings	Mag meeting	\$13.53	
04/14 1324	001-007-558-50-43-00	PL-Travel & Mtgs	Parking	\$28.00	
04/14 1324	001-007-558-70-41-00	PL-Economic Devel	Econ Dev expenses	\$239.91	
04/14 8877	001-008-521-20-31-00	LE-Office Supplies	ID Maker printer ribbon	\$143.50	
04/14 1324	001-007-558-50-41-03	PL-Advertising	Mailing	\$54.87	
04/14 2772	001-002-513-11-31-00	AD-Office Supply	Publications	\$13.49	
04/14 4268	001-001-511-60-31-00	Legislative - Operating Costs	Cable	\$29.25	
04/14 8877	001-008-521-20-43-00	LE-Travel & Meetings	Exps related to Lt assessment mtgs	\$46.75	
04/14 7750	101-016-544-90-31-02	ST-Operating Cost	Urethane hoods and shoulder straps	\$324.45	
04/14 2772	001-007-558-50-41-03	PL-Advertising	Help Wanted Senior Planner	\$199.00	
04/14 8877	001-008-521-20-42-00	LE-Communication	Postage	\$399.95	
04/14 1324	001-007-558-50-49-01	PL-Staff Development	PAW conference registration	\$825.00	
04/14 2772	001-002-513-11-49-00	AD-Staff Development	EAC meeting	\$45.00	
04/14 1324	001-007-559-30-49-01	PB-Staff Development	Book-Fire Plans Examiner	\$69.00	
04/14 7750	101-016-543-30-43-00	ST-Travel & Meetings	Parking	\$6.00	
Carquest Auto Parts Store			Check 36741	4/28/2014	\$125.48
2421-204058	101-016-544-90-31-02	ST-Operating Cost	Electrical adapters	\$38.73	
2421-204059	101-016-544-90-31-02	ST-Operating Cost	Junction box	\$22.66	
2421-204059	410-016-531-10-31-02	SW-Operating Costs	Junction box	\$22.65	

Invoice	AccountCode	Account Description	Item Description	Amount
2421-204261	001-008-521-20-31-01	LE-Operating Costs	Vehicle light bulbs	\$41.44
Christman Forensics			Check 36742	4/28/2014
BPA1-414B	001-008-521-40-49-01	LE-Staff Development	Training - Thomas	\$450.00
City of Marysville			Check 36743	4/28/2014
POLIN11-0401	001-008-523-60-51-00	LE-Jail	Prisoner Housing March 2014	\$9,800.00
Co Op Supply			Check 36744	4/28/2014
606007/4	101-016-542-64-31-00	ST-Traffic Control - Supply	Propane	\$36.07
606008/4	101-016-542-64-31-00	ST-Traffic Control - Supply	Propane	(\$12.02)
606063/4	101-016-542-64-31-00	ST-Traffic Control - Supply	Propane	\$70.32
606083/4	101-016-542-64-31-00	ST-Traffic Control - Supply	Propane	\$141.52
Collins Jennifer			Check 36745	4/28/2014
Refund	001-000-362-40-00-00	Facilities Rental - Short Term	Refund Comm Ctr rent	\$60.00
Coral Sales Co			Check 36746	4/28/2014
B052263	530-016-594-48-60-00	Purchase Of Capital Equipment	Trailer Mounted Attenuator	\$16,211.81
Corporate Office Supply			Check 36747	4/28/2014
149659i	001-013-518-20-31-00	GG-Operating	Pens-envelopes-clips-paper-cds	\$100.25
149660i	001-008-521-20-31-00	LE-Office Supplies	Paper-Tape-Keyboard-garbage bags	\$329.81
149755i	001-007-559-30-31-00	PB-Office Supplies	Surge protector	\$11.94
149755i	410-016-531-10-31-01	SW-Office Supplies	toner cartridge and batteries	\$43.38
149755i	001-007-558-50-31-00	PL-Office Supplies	toner cartridge	\$74.88
149755i	101-016-544-90-31-01	ST-Office Supplies	toner cartridge and batteries	\$43.39
Crystal and Sierra Springs			Check 36748	4/28/2014
5.24984E+12	101-016-544-90-31-02	ST-Operating Cost	Bottled Water	\$51.27
5249844040114	001-013-518-20-31-00	GG-Operating	Bottled Water	\$50.81
5249844040114	001-007-559-30-31-01	PB-Operating Cost	Bottled Water	\$32.75
5249844040114	001-007-558-50-31-01	PL-Operating Costs	Bottled Water	\$32.76
5249844040114	410-016-531-10-31-02	SW-Operating Costs	Bottled Water	\$51.27

Invoice	AccountCode	Account Description	Item Description	Amount	
Dept of Licensing			Check 36749	4/28/2014	\$40.75
02/1015	101-016-544-90-31-02	ST-Operating Cost	Transfer plate on Attenuator	\$40.75	
Dept of Licensing			Check 36750	4/28/2014	\$91.00
04/22 letter	001-005-518-10-41-00	HR-Professional Services	Annual driving record checks	\$91.00	
Dept of Revenue			Check 36751	4/28/2014	\$785.16
Q1.2014	633-013-586-00-00-05	Leasehold Excise Tax Remit	Q1 2014 Leasehold Excise Tax	\$785.16	
Dunlap Industrial Hardware			Check 36752	4/28/2014	\$92.30
1314376-01	410-016-531-10-31-02	SW-Operating Costs	AME Buckets for Husqvarna mower	\$46.15	
1314376-01	101-016-544-90-31-02	ST-Operating Cost	AME Buckets for Husqvarna mower	\$46.15	
Electronic Business Machines			Check 36753	4/28/2014	\$163.30
98734	001-013-518-20-48-00	GG-Repair & Maintenance	Copier Maintenance	\$163.30	
Frontier			Check 36754	4/28/2014	\$54.28
04/14 425397967	101-016-542-64-47-00	ST-Traffic Control -Utility	Traffic controll modem	\$54.28	
Grainger			Check 36755	4/28/2014	\$264.40
9413651028	410-016-531-10-31-02	SW-Operating Costs	Anvil loppers for pruning	\$45.86	
9413651028	101-016-544-90-31-02	ST-Operating Cost	Anvil loppers for pruning	\$45.86	
9401765087	101-016-542-64-31-00	ST-Traffic Control - Supply	Traffic cone signs	\$85.88	
9407936682	001-008-521-20-31-01	LE-Operating Costs	Heat Register Evidence Room	\$31.06	
9394463849	101-016-544-90-31-02	ST-Operating Cost	Respirator cleaning packets	\$55.74	
HB Jaeger Co LLC			Check 36756	4/28/2014	\$4,610.07
38301/2	410-016-531-50-31-06	DOE - G1100280 LID Exp	Parts for Dispersion Trench	\$2,228.91	
38302/2	410-016-531-50-31-06	DOE - G1100280 LID Exp	Separator and Trash rack for Dispersion Trench	\$633.06	
146767/1	410-016-531-10-31-02	SW-Operating Costs	Jet set	\$99.91	
38300/2	410-016-531-50-31-06	DOE - G1100280 LID Exp	Butterfly valve for Dispersion Trench	\$525.10	
38292/2	410-016-531-50-31-06	DOE - G1100280 LID Exp	Catch Basin for Dispersion Trench	\$1,123.09	
Lake Industries LLC			Check 36757	4/28/2014	\$934.35

Invoice	AccountCode	Account Description	Item Description	Amount	
27842	410-016-531-10-48-00	SW-Repairs & Maintenance	Rock for storm ditches	\$80.00	
263126	410-016-531-10-48-00	SW-Repairs & Maintenance	Rock for storm ditches	\$174.47	
263108	410-016-531-10-48-00	SW-Repairs & Maintenance	Rock for storm ditches	\$100.11	
27864	410-016-531-10-48-00	SW-Repairs & Maintenance	Rock for storm ditches	\$200.00	
27852	410-016-531-10-48-00	SW-Repairs & Maintenance	Rock for storm ditches	\$120.00	
27847	410-016-531-10-48-00	SW-Repairs & Maintenance	Rock for storm ditches	\$80.00	
263139	410-016-531-10-48-00	SW-Repairs & Maintenance	Rock for storm ditches	\$179.77	
Lake Stevens Fire			Check 36758	4/28/2014	\$845.00
7729	633-013-586-00-00-07	Fire Dept Fee Remittance	Q1 2014 Fire fees	\$740.00	
7749	001-013-518-20-31-00	GG-Operating	Annual Fire Inspection	\$105.00	
Lake Stevens Journal			Check 36759	4/28/2014	\$219.80
1179	001-004-514-23-41-01	FI-Advertising	Public Notice Ord 909	\$16.75	
1178	001-003-514-20-41-00	CC-Professional Services	Help Wanted Deputy Clerk	\$55.00	
1207	001-007-558-50-41-03	PL-Advertising	Public Notice SPE2014-0003	\$77.05	
1202	001-007-558-50-41-03	PL-Advertising	Help Wanted-Permit Specialist	\$71.00	
Lake Stevens Police Guild			Check 36760	4/28/2014	\$1,083.00
	001-000-284-00-00-00	Payroll Liability Other	04/15/14 Guild Initiation Fees	\$50.00	
	001-000-284-00-00-00	Payroll Liability Other	04/15/14 WACOPS Deduction	\$110.00	
	001-000-284-00-00-00	Payroll Liability Other	04/15/14 Police Guild Deduction	\$923.00	
Lake Stevens Rowing Club			Check 36761	4/28/2014	\$40.00
SPE2014-0001	001-000-386-00-00-01	Refundable Customer Deposits	Refund Recycle Container deposit	\$40.00	
Lake Stevens Sewer District			Check 36762	4/28/2014	\$693.00
14-Apr	001-008-521-50-47-00	LE-Utilities	Utilities - sewer	\$154.00	
14-Apr	001-013-518-20-47-00	GG-Utilities	Utilities - sewer	\$308.00	
14-Apr	001-010-576-80-47-00	PK-Utilities	Utilities - sewer	\$154.00	
14-Apr	001-012-572-20-47-00	CS-Library-Utilities	Utilities - sewer	\$77.00	
Lexis Nexis			Check 36763	4/28/2014	\$102.93

Invoice	AccountCode	Account Description	Item Description	Amount
1.4207E+14	001-008-521-20-41-00	LE-Professional Services	Data searches	\$102.93
Machovec			Check 36764	4/28/2014
12474	001-008-521-21-31-00	LE-Boating Operating	11 Inflatable Collars	\$2,347.40
Monroe Correctional Complex			Check 36765	4/28/2014
MCC1403.015	101-016-542-30-48-00	ST-Repair & Maintenance	Work crew	\$262.67
MCC1403.015	410-016-531-10-48-00	SW-Repairs & Maintenance	Work crew	\$24.42
MCC1403.015	001-010-576-80-48-00	PK-Repair & Maintenance	Work crew	\$24.42
Norris Joan			Check 36766	4/28/2014
2014 Conference	001-004-514-23-43-00	FI-Travel & Meetings	Travel to 2014 SpringBrook Conference	\$164.00
Northwest Cascade Inc			Check 36767	4/28/2014
1-891369	001-010-576-80-45-00	PK-Equipment Rental	Honey bucket rental at Boat Launch	\$138.00
PACLAB			Check 36768	4/28/2014
2501	001-008-521-20-31-01	LE-Operating Costs	Durg screen	\$31.20
Pakor Inc NW8935			Check 36769	4/28/2014
914598	001-008-521-20-31-01	LE-Operating Costs	Passport Photo supplies	\$463.70
Partsmaster			Check 36770	4/28/2014
20776718	101-016-544-90-31-02	ST-Operating Cost	Floodlights	\$105.14
20774360	410-016-531-10-31-02	SW-Operating Costs	Floodlight	\$21.87
20776718	410-016-531-10-31-02	SW-Operating Costs	Floodlights	\$105.14
20774360	101-016-544-90-31-02	ST-Operating Cost	Floodlight	\$21.88
Peace of Mind Office Support			Check 36771	4/28/2014
04/14 mtg	001-003-514-20-41-00	CC-Professional Services	Minutes for 4/14/14 Council mtg and PC/CC Workshop	\$160.00
Perteet Engineering Inc			Check 36772	4/28/2014
20110012.007-3	001-007-558-50-41-01	PL-CA-Developer Reimb	Environ svcs Ebey View Site Plan	\$260.22
Puget Sound Energy			Check 36773	4/28/2014
04/14 24316495	001-010-576-80-47-00	PK-Utilities	Natural gas services	\$85.77

Invoice	AccountCode	Account Description	Item Description	Amount
04/14 24316495	101-016-543-50-47-00	ST-Utilities	Natural gas services	\$85.77
04/14 24316495	410-016-531-10-47-00	SW-Utilities	Natural gas services	\$85.78
04/14 3723810	001-008-521-50-47-00	LE-Utilities	Natural gas services	\$125.54
Republic Services 197			Check 36774	4/28/2014
0197-001694490	001-013-518-20-31-00	GG-Operating	Dumpster services	\$2.08
Six Robblees Inc			Check 36775	4/28/2014
14-285088	410-016-531-10-31-02	SW-Operating Costs	Trailer hitches	\$39.53
14-285088	101-016-544-90-31-02	ST-Operating Cost	Trailer hitches	\$39.53
Snohomish County Conservation Dist			Check 36776	4/28/2014
Q4.2013	410-016-531-10-41-01	SW-Professional Services	Q4.2013 Surface Water Education Services	\$2,089.00
Snohomish County PUD			Check 36777	4/28/2014
133967691	001-012-575-30-47-00	CS-Historical-Utilities	202289237	\$154.31
156901500	101-016-542-63-47-00	ST-Lighting - Utilities	202648705	\$100.56
137186304	001-013-518-20-47-00	GG-Utilities	200321172	\$574.80
150411350	101-016-542-63-47-00	ST-Lighting - Utilities	203115522	\$326.14
137186303	001-013-518-20-47-00	GG-Utilities	200245215	\$588.71
137186302	001-013-518-20-47-00	GG-Utilities	200206019	\$663.26
133967691	001-012-575-51-47-00	CS-Grimm House Expenses	202289237	\$154.31
104156674	001-012-572-20-47-00	CS-Library-Utilities	200206977	\$1,097.04
130672732	001-010-576-80-47-00	PK-Utilities	202513354	\$31.94
127364495	101-016-542-63-47-00	ST-Lighting - Utilities	200178218	\$423.82
120737738	101-016-542-63-47-00	ST-Lighting - Utilities	200363505	\$152.37
117417389	001-013-518-20-47-00	GG-Utilities	201956075	\$47.53
114103890	101-016-542-63-47-00	ST-Lighting - Utilities	202342622	\$149.24
107467914	001-010-576-80-47-00	PK-Utilities	200748721	\$98.15
107466613	001-013-518-20-47-00	GG-Utilities	201783685	\$308.97
104156674	001-013-518-20-47-00	GG-Utilities	200206977	\$129.55

Invoice	AccountCode	Account Description	Item Description	Amount	
133966942	001-012-575-50-47-00	CS-Community Center-Utilities	200860922	\$964.11	
153681666	001-010-576-80-47-00	PK-Utilities	201513934	\$30.98	
Snohomish County Sherrifs Office			Check 36778	4/28/2014	\$4,133.68
2014-1999	001-008-523-60-51-00	LE-Jail	Prisoner Housing March 2014	\$4,133.68	
Sonsray Machinery LLC			Check 36779	4/28/2014	\$99.40
608092	101-016-544-90-31-02	ST-Operating Cost	Spacers-Blades for shoulder mower	\$99.40	
Sound Publishing Inc			Check 36780	4/28/2014	\$610.61
1018913	001-007-558-50-41-03	PL-Advertising	Help Wanted Senior Planner	\$199.00	
1018306	001-008-521-20-41-03	LE-Advertising	Help Wanted Police Cadet	\$37.76	
1019014	001-003-514-20-41-00	CC-Professional Services	Help Wanted Deputy Clerk	\$199.00	
1019480	001-007-558-50-41-03	PL-Advertising	Help Wanted Permit Specialist	\$81.97	
1018320	001-008-521-20-41-03	LE-Advertising	Help Wanted Lateral Police Officer	\$92.88	
Sound Tractor Company			Check 36781	4/28/2014	\$128.70
IN96447	001-010-576-80-31-00	PK-Operating Costs	Kubota mower parts PW33	\$64.35	
IN96447	101-016-544-90-31-02	ST-Operating Cost	Kubota mower parts PW33	\$64.35	
Staples			Check 36782	4/28/2014	\$2.69
3227333428	001-008-521-20-31-00	LE-Office Supplies	Memo book	\$2.69	
Stericycle Inc			Check 36783	4/28/2014	\$10.36
3002598250	001-008-521-20-41-00	LE-Professional Services	Hazardous waste disposal	\$10.36	
Tacoma Screw Products Inc			Check 36784	4/28/2014	\$204.04
30507522	101-016-544-90-31-02	ST-Operating Cost	Lag screws	\$13.76	
30509377	410-016-531-10-31-02	SW-Operating Costs	Lock nuts and hex screws	\$46.91	
30509377	101-016-544-90-31-02	ST-Operating Cost	Lock nuts and hex screws	\$46.91	
30508154	001-010-576-80-31-00	PK-Operating Costs	Drill bits and nut setters	\$32.16	
30508154	101-016-544-90-31-02	ST-Operating Cost	Drill bits and nut setters	\$32.15	
30508154	410-016-531-10-31-02	SW-Operating Costs	Drill bits and nut setters	\$32.15	

Invoice	AccountCode	Account Description	Item Description	Amount	
UPS			Check 36785	4/28/2014	\$14.18
74Y42154	001-008-521-20-42-00	LE-Communication	Evidence shipping		\$14.18
Washington State Dept of Enterprise Svcs			Check 36786	4/28/2014	\$82.52
73118533	001-008-521-20-31-00	LE-Office Supplies	Business cards		\$82.52
Washington State Patrol			Check 36787	4/28/2014	\$769.00
I14006688	001-003-514-20-41-00	CC-Professional Services	Background checks for Solicitor license		\$10.00
I14007323	633-008-586-00-00-00	Gun Permit - State Remittance	Background checks for Weapons permits		\$759.00
Total Disbursements					\$142,808.64

**CITY OF LAKE STEVENS
JOINT CITY COUNCIL AND PLANNING COMMISSION WORKSHOP MEETING
MINUTES**

Monday, April 14, 2014
Lake Stevens School District Educational Service Center (Admin. Bldg.)
12309 22nd Street N.E., Lake Stevens

CALL TO ORDER: 6:00 p.m. by Mayor Vern Little

COUNCILMEMBERS PRESENT: Kim Daughtry, Suzanne Quigley, Marcus Tageant, Kathy Holder, Todd Welch, John Spencer, Sam Low

COUNCILMEMBERS ABSENT: None

PLANNING COMMISSION: Gary Petershagen (Chair), Janice Huxford, Pamela Barnet, Jennifer Davis, Linda Hoult, Sammie Thurber, Tom Matlack

STAFF MEMBERS PRESENT: City Administrator Jan Berg, Planning Director Becky Ableman, Finance Director Barb Stevens, Senior Planner Russ Wright

City Council and Planning Commissioners made introductions. Planning Commission Chair Petershagen then presented the Work Program to the City Council. Discussion followed. Director Ableman and Senior Planner Wright presented the 2015 Comprehensive Plan Update as contained in the packet. Discussion followed focused on the Vision Statement and Public Participation.

Adjourn. 6:50 p.m.

Vern Little, Mayor

Barb Stevens, Finance Director



This page left blank intentionally

**CITY OF LAKE STEVENS
REGULAR CITY COUNCIL MEETING MINUTES**

Monday, April 14, 2014
Lake Stevens School District Educational Service Center (Admin. Bldg.)
12309 22nd Street N.E., Lake Stevens

CALL TO ORDER: 7:00 p.m. by Mayor Vern Little

COUNCILMEMBERS PRESENT: Kim Daughtry, Suzanne Quigley, Marcus Tageant, Kathy Holder, Todd Welch, John Spencer, Sam Low

COUNCILMEMBERS ABSENT: None

STAFF MEMBERS PRESENT: City Administrator Jan Berg, Planning Director Becky Ableman, Finance Director Barb Stevens, Public Works Director Mick Monken, Interim Police Chief Dan Lorentzen, Human Resources Director Steve Edin, City Attorney Cheryl Beyer, Senior Planner Russ Wright

OTHERS: None

Guest Business. Peter Hanson discussed concerns about road improvement requirements related to a building permit he has applied for. Director Ableman discussed the City's response to this issue.

Consent Agenda.

MOTION: Councilmember Tageant moved, Councilmember Welch seconded, to approve the Consent Agenda (A. Approve 2014 Vouchers [Payroll Direct Deposits 4/1/2014 for \$113,791.22, Payroll Checks 36623-36624 for \$4,404.15, Electronic Funds Transfers ACH for \$185,467.76, Claims 36619-36620, 36625-36730 for \$258,454.23, Void Checks 36621-36622 for \$0.00, Tax Deposit(s) 4/1/2014 for \$44,567.90, Total Vouchers Approved: \$606,685.26], B. Approve Council Regular Meeting Minutes for March 24, 2014) Motion passed unanimously (7-0-0-0).

Action Items.

Resolution 2014-2 Non Union Salary Adjustment

Human Resources Director Steve Edin discussed this item as contained in the Council's packet. Discussion followed.

MOTION: Councilmember Spencer moved, Councilmember Welch seconded, to approve Resolution 2014-2, Non-Union Market Rate Salary Adjustment as amended with the following language: All non-represented positions that are below current market rates by more than \$5,000 including benefits for the current year will be adjusted by 50%

of the below market percentage effective May1, 2014, and to 100% effective January 1, 2015. Salaries that are below market less than \$5,000 including benefits will be adjusted at 100% effective May 1, 2014 becoming item 4 on the Resolution. Motion passed unanimously (7-0-0-0).

Discussion Items.

2014 Legislative Session Debrief. Lobbyists Doug Levy and Jennifer Ziglar gave an update on lobbying efforts in Olympia as contained in handouts they distributed. Questions and answers followed.

2013 Financial Year End Financial Report. Director Stevens reviewed the 2013 Financial Year End Report as contained in Council's packet. Discussion followed.

Update of City Vision/Strategic Planning. City Administrator Jan Berg gave a PowerPoint presentation on progress made with the Strategic Plan as contained in the Council's packet. There was consensus to have more discussion before upcoming meetings. Additional topics for discussion included RUDA, expansion, and the Maestro property.

Council Persons' Business. Councilmembers reported on the following: Holder – Sewer District; Low – Health Board, MS walk, interview with the police commander; Daughtry – Snohomish County Cities Dinner coming up on April 17, Snohomish County Cities Board.

Mayor's Business. Mayor Little will be talking to the House Finance Committee on the April 24.

Staff Reports. City Administrator Jan Berg thanked the Council for letting staff hire a lobbyist this year. Interim Police Chief Dan Lorentzen thanked everyone for helping with the survey. Human Resource Director Steve Edin reported that the City achieved Well City again this year. He gave updates on staffing positions.

Adjourn.

MOTION: Councilmember Daughtry moved, Councilmember Low seconded, to adjourn the meeting at 9:00 p.m. Motion passed unanimously (7-0-0-0)

Vern Little, Mayor

Barb Stevens, Interim City Clerk



LAKE STEVENS CITY COUNCIL
STAFF REPORT

Agenda Date: April 24, 2014

Subject: Interlocal Agreement for the Inter-Jurisdictional Housing Committee - ILA Amendment No. 1 to Add the City of Arlington as a member of the Alliance

Contact Person/ Rebecca Ableman
Department: Planning & Community Development Director **Budget Impact:** None

RECOMMENDATION(S)/ACTION REQUESTED OF CITY COUNCIL:

The recommendation is for the Council to review the Interlocal Agreement Amendment No. 1 to the Alliance for Housing Affordability adding the City of Arlington to the Alliance(Attachment 1) and authorize the Mayor to sign.

DISCUSSION:

The City of Lake Stevens entered into an Interlocal Agreement in July, 2013 to be a member of the original Alliance that is made up of 10 cities, one town, the County and the Housing Authority of Snohomish County (Attachment 2). The Alliance hired a staff member in the fall who has begun work on individual community housing profiles for uses during the 2015 Comprehensive Plan Updates. Further efforts this year will include a website and education outreach for local elected officials to create more awareness of affordable housing issues.

Member cities of Edmonds, Everett, Granite Falls, Lake Stevens, Lynnwood, Marysville, Mill Creek, Mountlake Terrace, Mukilteo, Snohomish, and the Town of Woodway. One of the goals of the original membership was to allow jurisdiction to join at any time. Arlington would be a welcomed addition to the Alliance.

APPLICABLE CITY POLICIES:

Cities and Counties are required under the Growth Management Act to address housing for all segments of the population. The newly adopted County-wide Planning Polices also require that jurisdictions consider participation in an inter-jurisdictional effort.

BUDGET IMPACT:

There is no budget impact to this amendment. Note that additional members can reduce each jurisdiction's contribution depending on the proposed budget for the Alliance's fiscal year.

ATTACHMENTS:

Attachment 1 - Amendment No. 1
Attachment 2 - Original Interlocal Agreement

After Recording Return to:

City of Mountlake Terrace
6100 219th Street SW, Suite 200
Mountlake Terrace, WA 98043-0072

Amendment No. 1
To Interlocal Cooperation Agreement for Inter-Jurisdictional Coordination
Relating to Affordable Housing Within Snohomish County

THIS AMENDMENT NO. 1 to that certain Interlocal Cooperation Agreement for Inter-Jurisdictional Coordination Relating to Affordable Housing Within Snohomish County effective November 5, 2013 (the "Agreement") is made by and among the cities of Edmonds, Everett, Granite Falls, Lake Stevens, Lynnwood, Marysville, Mill Creek, Mountlake Terrace, Mukilteo, and Snohomish, and the town of Woodway, all of which are municipal corporations organized under the laws of the State of Washington; the Housing Authority of Snohomish County, a public housing authority organized under Ch. 35.82 RCW; and Snohomish County, a political subdivision of the State of Washington (herein each referred to individually as a "Party" and collectively as the "Parties"). This Amendment No. 1 shall be effective as of July 1, 2014.

WHEREAS, the city of Arlington, a municipal corporation organized under the laws of the State of Washington, wishes to sign onto the Agreement and be bound by all of the terms and conditions of the Agreement; and

WHEREAS, the Parties wish to add the city of Arlington as a Party to the Agreement; and

NOW, THEREFORE, the Parties agree as follows:

1. The introduction to the Agreement is hereby amended to read in its entirety as follows:

"This Interlocal Agreement ("Agreement") is made and entered into by and among the cities of Arlington, Edmonds, Everett, Granite Falls, Lake Stevens, Lynnwood, Marysville, Mill Creek, Mountlake Terrace, Mukilteo, and Snohomish, and the town of Woodway, all of which are municipal corporations organized under the laws of the State of Washington; the Housing Authority of Snohomish County, a public housing authority organized under Ch. 35.82 RCW; and Snohomish County, a political subdivision of the State of Washington (herein

each referred to individually as a “Party” and collectively as the “Parties”). This Agreement is made pursuant to the Interlocal Cooperation Act, Chapter 39.34 RCW, and has been authorized by the governing body of each Party. The Parties agree as follows:”

- 2. Section 5 (c) of the Agreement, Proposed Annual Budget, is hereby amended to add the following two sentences after the first sentence:

“The city of Arlington’s contribution for fiscal year July 1, 2014 through June 30, 2015, shall be \$1,074, which has been determined per Section 5 (c) (ii) of the Agreement. The city of Arlington’s governing body shall appropriate its share of the fiscal year July 1, 2014 through June 30, 2015 budget by May 31, 2014.”

- 3. Section 13 (d) of the Agreement, Notice Addresses of Parties, is hereby amended to add the following text after the first sentence:

City of Arlington

Paul Ellis
238 N Olympic Ave
Arlington, WA 98223
360-403-4603
pellis@arlingtonwa.gov

This Amendment No. 1 may be executed in multiple counterparts and, if so signed, shall be deemed one integrated Amendment No. 1. The undersigned signatories represent that they are authorized to execute this Amendment No. 1 on behalf of the respective Party for which they have signed below. All other terms and conditions of the Agreement shall remain in full force and effect.

IN WITNESS WHEREOF, the Parties hereto have executed this Amendment No. 1 as of the effective date set forth above.

CITY OF ARLINGTON

CITY OF EDMONDS

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

CITY OF EVERETT

By: _____
Signature Date

Its: _____

CITY OF GRANITE FALLS

By: _____
Signature Date

Its: _____

CITY OF LAKE STEVENS

By: _____
Signature Date

Its: _____

CITY OF LYNNWOOD

By: _____
Signature Date

Its: _____

CITY OF MARYSVILLE

By: _____
Signature Date

Its: _____

CITY OF MILL CREEK

By: _____
Signature Date

Its: _____

CITY OF MOUNTLAKE TERRACE

By: _____
Signature Date

Its: _____

CITY OF MUKILTEO

By: _____
Signature Date

Its: _____

CITY OF SNOHOMISH

By: _____
Signature Date

Its: _____

TOWN OF WOODWAY

By: _____
Signature Date

Its: _____

**HOUSING AUTHORITY OF
SNOHOMISH COUNTY**

By: _____
Signature Date

Its: _____

SNOHOMISH COUNTY

By: _____
Signature Date

Its: _____

Return Address
City of Mountlake Terrace
6100 219th Street SW, Suite 200
Mountlake Terrace, WA 98043-0072

201311050337 CONFORMED COPY
11/05/2013 11:05am \$69.00 38 PGS
SNOHOMISH COUNTY, WASHINGTON

COVER SHEET FOR RECORDING

Please print or type information

Document Title (or transactions contained therein):	
1. Interlocal Cooperation Agreement for Inter-Jurisdictional Coordination Relating to Affordable Housing within Snohomish County	
Reference numbers(s) of documents assigned or released: (on page _____ of document(s))	
Grantor(s) (Last name first, then first name and initials)	Additional Grantors on Page: <u>1</u>
City of Mountlake Terrace	
Grantee(s) (Last name first, then first name and initials) <i>Snohomish County</i>	
Legal description (abbreviated: i.e. lot, block, plat or section, township, range)	
Assessor's property tax parcel/account number:	
The Auditor/Recorder will rely on the information provided on the form. The staff will not read the document to verify the accuracy or completeness of the indexing information provided herein. RecCoverSht.doc	

N:\PLANNING\Contracts_&_Consultants\Interlocal Agreemt\Recording CoverSht_Inter-Jurisdictional Coordination Relating to Affordable Housing_Sno County.doc

**INTERLOCAL COOPERATION AGREEMENT FOR INTER-JURISDICTIONAL
COORDINATION RELATING TO AFFORDABLE HOUSING WITHIN SNOHOMISH
COUNTY**

This Interlocal Agreement ("Agreement") is made and entered into by and among the cities of Edmonds, Everett, Granite Falls, Lake Stevens, Lynnwood, Marysville, Mill Creek, Mountlake Terrace, Mukilteo, and Snohomish, and the town of Woodway, all of which are municipal corporations organized under the laws of the State of Washington; the Housing Authority of Snohomish County, a public housing authority organized under Ch. 35.82 RCW; and Snohomish County, a political subdivision of the State of Washington (herein each referred to individually as a "Party" and collectively as the "Parties"). This Agreement is made pursuant to the Interlocal Cooperation Act, Chapter 39.34 RCW, and has been authorized by the governing body of each Party. The Parties agree as follows:

RECITALS

WHEREAS, the Parties have a common goal to facilitate the availability of housing within Snohomish county and their respective jurisdictions that meets the needs of all income levels; and

WHEREAS, the Parties desire to provide a common foundation for housing policies and programs in Snohomish County and to complement—without duplication of or conflict with—the efforts of existing governmental and non-governmental organizations to address housing needs in Snohomish county; and

WHEREAS, the Parties further desire to act cooperatively (1) to educate and provide technical expertise in support of the affordable housing goals and policies of the Parties, as communities in Snohomish county; (2) to foster efforts to provide affordable housing by encouraging funding of housing projects from any combination of public, non-profit, and private-sector resources; (3) to seek opportunities to leverage resources to support implementation of the housing goals and policies of the state Growth Management Act and the Countywide Planning Policies relating to affordable housing; and (4) to accomplish the foregoing purposes efficiently and expeditiously; and

WHEREAS, the Parties have determined that one efficient and expeditious method for addressing affordable housing needs in Snohomish county is through the cooperative action by the Parties contemplated by this Agreement; and

WHEREAS, this cooperative undertaking is not intended to duplicate or to be in conflict with efforts of public, private, and non-profit corporations and other entities, including the Parties, already providing affordable housing-related services;

NOW, THEREFORE, IT IS HEREBY AGREED AS FOLLOWS:

1. Purpose. The purpose of this Agreement is to create a venue for the Parties to

undertake planning, cooperation and education in support of the goal of enhancing the supply of affordable housing in Snohomish county.

2. Term. This Agreement shall be effective when it has been both (a) executed by the Parties and (b) filed in the offices of the Snohomish County Auditor. The term of this Agreement will expire on June 30, 2015, unless:

(a) the Agreement is terminated earlier by action of the Parties in accordance with Section 7(a) hereof; or

(b) a simple majority of the Joint Board membership vote to extend the Agreement prior to March 31, 2015. The Parties may continue to vote in this manner to extend the Agreement in two (2) year increments prior to March 31st of the final year of each term.

3. Governance. To accomplish the purpose of this Agreement, a Board of representatives from the Parties is hereby created (the "Joint Board"). The Joint Board shall have policy-making and oversight authority over the activities undertaken in this Agreement. The cooperative undertaking of the signatories to this Agreement shall be known as the Alliance for Housing Affordability ("Joint Board" or "AHA").

(a) Representatives. The Joint Board shall consist of authorized representatives of the Parties. Each Party shall appoint one individual to act as its Representative. No later than 30 days following the effective date of this Agreement and thereafter no later than January 31 of each calendar year, each Party shall provide notice in writing to the other Parties of the identity and contact information for its Representative.

(b) Alternates. Each Party may designate one individual to serve in the place of its Representative on the Board during the Representative's absence or inability to serve. If an Alternate is designated by a Party, the Party shall notify the Joint Board in the manner described in subparagraph (2)(a) above.

(c) Meetings. A quorum of the Board shall consist of a simple majority of the Representatives (or Alternates serving in their stead) being present at the meeting.

(i) All meetings of the Board shall be open to the public and held in accordance with the Open Public Meetings Act, Chapter 42.30 RCW (the "OPMA").

(ii) Subject to the provisions of this Agreement and the OPMA, the Joint Board shall establish procedures for operations, meetings, and the frequency of meetings, provided that the Board shall meet not less often than quarterly.

(iii) Meetings of the Board shall be conducted according to Robert's Rules of Order, except when the Board agrees to waive or suspend those Rules. The Board shall provide for written minutes of all meetings of the Board.

(d) Voting. Action taken by the Board shall be by majority vote of those Representatives present (including Alternates serving in the absence of the appointed Representatives) except that a change in the Administrative Agency appointed shall require an affirmative vote of at least the majority of the Joint Board membership.

(e) Officers of Joint Board. The Representatives shall each year elect from their number a Chair and Vice Chair. The Chair shall set the agenda, preside over all meetings of the Board, and shall, with the assistance of the Administrative Agency, process issues, organize meetings, and provide for administrative support as required by the Joint Board. The Vice Chair shall fulfill the duties of the Chair in the absence, incapacity or resignation of the Chair.

4. Authorized Actions of the Joint Board. The Parties agree that the Joint Board shall have the authority to:

- (a) Develop housing information to assist local elected officials;
- (b) Provide technical assistance to Parties for their use in developing and implementing local housing policies, programs and regulations;
- (c) Educate on housing issues, and resources available to assist in the development and retention of affordable housing;
- (d) Propose to the Parties methods for attracting additional public, private, and not-for-profit investment into affordable housing, including by coordinating, leveraging or contributing local resources;
- (e) Identify opportunities for retention of existing sustainable housing;
- (f) Support, on a planning and technical assistance level, the activities of Parties in aid of the construction of affordable housing;
- (g) Discuss and bring forward proposals for cooperation among the Parties in promoting affordable housing; which shall be referred to the governing bodies of the Parties for consideration;
- (h) Monitor legislative and regulatory activities related to affordable housing at the state and federal levels;
- (i) Research model programs, develop draft legislation, prepare briefing materials, and make presentations to planning commissions and councils upon request by a

Party;

- (j) Develop technical information about standard regulatory agreements acceptable to private and public financial institutions to facilitate the availability of funding for private and public projects containing affordable housing;
- (k) Recommend an annual budget for approval by the governing body of each Party, which shall detail the authorized expenditures for the coming fiscal year;
- (l) Establish an annual work-plan, specifying the activities planned for the coming fiscal year, to accompany the recommended annual budget;
- (m) Submit an annual report to the governing body of each Party, apprising that Party of the tasks undertaken and accomplishments of the Joint Board in the previous fiscal year;
- (n) Take other appropriate and necessary action to carry out the purposes of this Agreement, provided that any commitment of resources outside the scope of the annual budget or policies not within the annual work plan shall be subject to the ultimate approval of the governing bodies.

(5) BUDGET; APPROPRIATIONS; OTHER FISCAL MATTERS.

(a) Fiscal Year. The Joint Board shall operate for budgeting and expenditure purposes on the basis of a fiscal year beginning July 1 and ending the following June 30.

(b) Initial Year of the Agreement. The Parties have appropriated funds for the first year's budget of the Joint Board. The appropriated funds are shown on Attachment A to this Agreement. Upon execution of this Agreement, the Administering Agency may bill each Party for the committed funds and deposit them in the Operating Fund (see Paragraph 5(d) below). Funds granted for the purposes of this Agreement from the Gates Foundation (also shown on Attachment A) will also be deposited in the Operating Fund. The budget and work plan for the fiscal year July 1, 2013 through June 30, 2014 is shown on Attachment B.

(c) Proposed Annual Budget. For the fiscal year July 1, 2014 through June 30, 2015, the Joint Board shall recommend a Joint Board annual operating budget, proposed work plan, and annual report for submission to the governing body of each Party by September 1, 2013. For each fiscal year thereafter, the Joint Board shall recommend a Joint Board annual operating budget, proposed work plan, and annual report for submission to the governing body of each Party by June 1 of the preceding calendar year.

- (i) The recommended operating budget shall include, but not be limited to,

reimbursements to the Administrative Agency for staff support, consultant, vendor and contractor costs and other costs for the work plan, and shall contain itemizations of all categories of budgeted expenses.

(ii) Each Party's proposed contribution shall be calculated as a percentage of the entire proposed budget, with that percentage determined on a per capita basis after factoring for available funds from grants and carryover of unspent funds from a previous budget.

(d) Authorization by Parties; Revisions. Upon receipt of the Joint Board-proposed budget, each Party shall consider approval and appropriation of its share of the proposed budget for the upcoming Fiscal Year in order to determine the amount of its payment to the Operating Fund. A Party's contribution may consist, in whole or in part, of in-kind services, if approved in the Final Budget. If any Party does not approve and appropriate its share of the Joint Board-proposed budget, it shall notify the Board, through the Party's Representative, of the amount it would be willing to approve and appropriate. The Joint Board shall then reconsider the budget and work plan and make adjustments accordingly. The revised budget will then be resubmitted to the Parties for consideration. The Parties acknowledge and agree that no commitment to pay any Party's share of a Joint Board-budgeted amount shall be effective absent an appropriation of funds by the legislative body of that Party in accordance with state and local law.

(e) Adoption of Final Budget. Upon approval of a budget and appropriation of their respective shares by the legislative bodies of all Parties, the Joint Board shall adopt the final budget and begin implementation of the work plan. The budget shall be adopted by the Joint Board no later than the March 31 preceding the commencement of the next-ensuing Fiscal Year.

(f) Billings; Payments. The Fiscal Agent shall mail billings based on the approved budget to each Party by no later than the April 30 preceding each Fiscal Year. Payments shall be due from the Parties by no later than June 15 and shall be deposited by the Administrative Agency upon receipt into the Operating Fund.

(g) Budget Amendments. No approved Joint Board budget shall be modified unless and until approved by the legislative bodies of the Parties and the Board in accordance with the procedures set forth in subsections (b)-(d) above, except that the Board may make modifications to the budget that carry out the work program so long as the total amount of the budget is not increased.

(h) No Other Charges. Except for the annual payments based upon an approved budget as set forth above, no separate dues, charges, or assessments shall be recommended to the Parties except upon affirmative vote of at least a majority of the membership of the Board.

6. Administration. The Joint Board shall appoint an Administrative Agency who is willing and capable of providing fiscal, technical and administrative support to the Joint Board.

(a) Duties of Administrative Agency. The Administrative Agency shall provide services, including but not limited to:

- (i) administrative support for Board meeting (including preparing meeting notices, agendas and minutes);
- (ii) responding to requests for public records;
- (iii) conducting audits;
- (iv) procuring and entering into contracts with consultants, vendors or other contractors on behalf of the Parties;
- (v) developing a proposed annual work plan and budget for Board consideration;
- (vi) serving as fiscal agent to the Joint Board, provided that the Joint Board may appoint a separate Party to be the "Fiscal Agent" or "Fiscal Agency" in accordance with the procedure set out in subsection (6)(i), and the duties set out in subsection (c), (d), (e), and (g) of this section will apply to the separate Fiscal Agency;
- (vii) applying for grants; and
- (viii) providing such other services as the Board directs and are within the authority of this Agreement and the Board-adopted work plan and budget.

(b) Administrative Agency Actions in Conformity with Its Internal Policies and Procedures. At all times, the Administrative Agency shall comply with applicable legal authorities. This shall include following the Administrative Agency's own internal processes applicable to comparable actions taken on its own behalf, including its contracting and procurement policies. At each regular meeting of the Board, the Administrative Agency shall report on the status of its activities including contracting, grant applications and any proposed changes to the Board-adopted work plan and budget.

(c) Fiscal Agent. The Fiscal Agent, or Administrative Agency acting as the fiscal agent, shall receive and deposit into, and expend funds from, the Operating Fund created by Section 6(d) hereof for Joint Board purposes only. At all times, the Fiscal Agent and Administrative Agency shall comply with applicable legal authorities and its own internal processes regarding its action. At each regular meeting of the Board, the Fiscal Agent and Administrative Agency shall report on the status of its activities including Operating Fund receipts and expenditures.

(d) Operating Fund. The Fiscal Agent or Administrative Agency acting as the Fiscal Agent shall establish a fund which shall constitute the "operating fund of the Joint Board" for purposes of RCW 39.34.030(4)(b) and is herein referred to as the Operating Fund. All funds received on behalf of the Joint Board shall be deposited in the Operating Fund and all costs and reimbursements paid on behalf of the Joint Board shall be paid from the Operating Fund. At the Fiscal

Agent's sole discretion, the Operating Fund may be established as an administrative fund or sub-fund within an existing fund. The Parties agree that interest will not accrue on the Operating Fund.

(e) Accounting. Budgeting procedures and records shall conform to generally accepted accounting principles and to the State Auditor's budget, accounting and reporting ("BARS") manual, and shall be subject to disclosure and audit as provided by applicable law.

(f) Services and Reimbursement. The Administrative Agency shall be reimbursed for its costs in providing the services required as Administrative Agency.

(i) The Administrative Agency will provide qualified staffing for technical and administrative services to the Joint Board. After considering the advice and recommendations of the Joint Board, the Administrative Agency will designate a level of qualified staffing necessary to carry out the Board's annual work plan consistent with the approved budget in order to provide technical and administrative services as set out by the Joint Board work plan.. Designated staff rendering services hereunder shall be considered employee(s) of the Administrative Agency for all purposes. The Administrative Agency shall be responsible for all aspects of the staff's employment including but not limited to wages, benefits, performance, discipline and termination. The Administrative Agency shall address staffing issues within sixty (60) days of a receipt of a written request from the Joint Board outlining the reasons for said request. Any written request related to staffing shall be delivered to the Administrative Agency personally or by certified or registered mail.

(ii) The Administrative Agency shall be reimbursed for the wages of designated staff providing services that are related to and required to carry out the duties of the Administrative Agency as set out in the annual budget and work plan.

(iii) Any contract expenditures or other costs incurred by the Administrative Agency at the direction of the Joint Board or required under this Agreement shall also be reimbursed, and such costs shall be reflected in the annual budget and work plan.

(g) Liabilities of Fiscal Agent, Administrative Agency; Late Payments; Failures to Pay. The Fiscal Agent or Administrative Agency may not incur costs that exceed the approved budget and shall not be obliged to incur costs or advance its own funds if the Operating Fund balance is not sufficient to cover costs payable from the Operating Fund. In the event that one or more Parties do not remit payment within the timeframes prescribed by this Agreement, the Fiscal Agent or Administrative Agency may, but is not obliged to, make a payment to avoid

breach of an obligation with an outside party such as a consultant, vendor or contractor. Each Party shall be responsible and liable to the other Parties for interest and other costs, claims or liabilities of any kind that result from late payment by the Party, and the late-paying Party shall defend, indemnify and hold harmless the other Parties from such costs, claims or liabilities resulting from the late payment. For clarification and without limiting the foregoing, the late-paying Party will be responsible for any late payment charges. In the event that a Party fails to pay its individual share of the Board's adopted final budget, the other Parties may also seek a judgment against said Party. Any costs incurred to seek the judgment and recover costs will be charged in full against the responsible Party.

(h) Initial Appointment. The initial Administrative Agency shall be the Housing Authority of Snohomish County.

(i) Change in Administrative Agency. The Administrative Agency may be changed by a majority vote of the majority of the membership in the Joint Board. The Administrative Agency may resign from its appointment on ninety (90) days written notice.

7. Termination of Agreement.

(a) By Affirmative Vote. This Agreement may be terminated at any time by affirmative vote of a majority of the Joint Board Representatives.

(b) Withdrawal. Any Party may withdraw from this Agreement and thereby terminate its participation in the Agreement by providing 90 days' prior written notice to every other Party and to the Joint Board. Upon withdrawal, any contributions previously authorized by the governing body of the Party for that fiscal year shall remain in the Operating Fund, to meet any obligations incurred in reliance upon the approved Budget. In the event any Party fails to approve and appropriate funds to pay for the next fiscal year's budget by March 1 of any year, such Party shall be deemed to have provided notice of withdrawal effective upon June 30 of the then current fiscal year. Additionally, should the Housing Authority of Snohomish County cease to be the Administrative Agency, by vote or resignation, the Housing Authority of Snohomish County will be deemed to have submitted a notice of withdrawal pursuant to the provisions of this subsection.

(c) Expiration. This Agreement shall expire automatically if the Joint Board fails to vote to extend prior to the expiration date as set forth in section 2(b) of this Agreement, or if there is less than three remaining Parties.

(d) Acts Upon Termination. Upon termination of this Agreement, the Joint Board shall be dissolved and the Board shall establish a plan of dissolution for payment of outstanding bills and obligations, payment of ongoing obligations incurred prior to dissolution and other terms to wind up the affairs of the Joint

Board. All assets and liabilities of the Joint Board shall be dispensed with [and property acquired or set aside during the life of the Agreement shall be disposed of in the following manner:

- (i) all assets contributed without charge by any Party shall revert to the contributing Party;
- (ii) all assets acquired by the administering agency for the purpose of carrying out the work of the Joint Board and purchased by the Parties contributions during the term of the Agreement shall be distributed to the Parties based on each Party's pro rata contribution to the overall budget during the fiscal year the asset was acquired;
- (iii) any liability remaining after the application of unencumbered funds shall be dispensed consistent with the approved budget as determined by the Board; and
- (iv) except as provided by this Agreement, all unexpended and unencumbered funds held in the Operating Fund shall be distributed by the Fiscal Agency to the Parties based on each Party's pro rata contribution to the overall budget in effect at the time the Agreement is terminated.

8. Indemnification and Hold Harmless.

(a) Each Party shall, indemnify and hold other Parties (including without limitation the Party serving as, and acting in its capacity as the Administering Agency), their officers, officials, agents and volunteers harmless from any and all claims, injuries, damages, losses or suits including attorney fees, arising out of that Party's wrongful acts or omissions in connection with the performance of its obligations under this Agreement, except to the extent the injuries or damages are caused by another Party. In the event of recovery due to the aforementioned circumstances, the Party responsible for any such wrongful acts or omissions shall pay any judgment or lien arising therefrom, including any and all costs and reasonable attorneys fees as part thereof. In the event more than one Party is held to be at fault, the obligation to indemnify and to pay costs and attorneys fees, shall be only to the extent of the percentage of fault allocated to each respective Party by a final judgment of the court.

(b) Should a court of competent jurisdiction determine that this Agreement is subject to RCW 4.24.115, then, in the event of liability for damages arising out of bodily injury to persons or damages to property caused by or resulting from the concurrent negligence of a Party hereto (including without limitation the Party serving as, and acting in its capacity as, the Administering Agency), its officers, officials, employees, and volunteers, the Party's liability hereunder shall be only to the extent of the Party's negligence. It is further specifically and expressly understood that the indemnification provided herein constitutes the Party's waiver of immunity under Industrial Insurance Title 51 RCW, solely for the purpose of this indemnification. This waiver has been mutually negotiated by the Parties.

The provisions of this Section shall survive the expiration or termination of this Agreement.

(c) Each Party (including without limitation the Party serving as, and acting in its capacity as the Administering Agency) shall give the other Parties proper notice of any claim or suit coming within the purview of these indemnities.

(d) Notwithstanding any provision in this Agreement to the contrary, the provisions of this section shall remain operative and in full force and effect, regardless of the withdrawal or termination of any Party or the termination of this Agreement for the duration of any applicable statute of limitations

9. Insurance. The Joint Board, the Fiscal Agency, and the Administering Agency shall take such steps as are reasonably practicable to minimize the liability of the Parties associated with their participation in this Agreement, including but not limited to the utilization of sound business practices. The Board shall determine which, if any, insurance policies may be reasonably practicably acquired to cover the operations of Joint Board and the activities of the Parties pursuant to this Agreement (which may include general liability, errors and omissions, fiduciary, crime and fidelity insurance), and shall direct the acquisition of same.

10. Dispute Resolution. Whenever any dispute arises between the Parties or between a Party or Parties, the Board, or the Administering Agency (referred to collectively in this Section as the "parties") under this Agreement which is not resolved by routine meetings or communications, the parties agree to seek resolution of such dispute in good faith by meeting, as soon as feasible. The meeting shall include the Chair of the Board, the Vice-Chair, and the representative(s) of the Parties involved in the dispute. If the parties do not come to an agreement on the dispute through this process, any party may pursue mediation through a process to be mutually agreed to in good faith between the parties within 30 days, which may include binding or nonbinding decisions or recommendations. The mediator(s) shall be individuals skilled in the legal and business aspects of the subject matter of this Agreement. The parties to the dispute shall share equally the costs of mediation and assume their own costs. If the Parties are not able to resolve the dispute through the above process, or conduct or resolve the dispute through mediation, then any Party may pursue whatever legal remedies may be available.

11. Public Records; Confidential Information.

(a) Application of PRA. All records related to this Agreement or the Joint Board will be available for inspection and copying under the provisions of the Public Records Act, Chapter 42.56 RCW (the "PRA"), subject to any exemptions or limitations on disclosure.

(b) Confidential Information. If a Party considers any portion of a record it provides another Party under this Agreement, whether in electronic or hard copy

form, to be protected from disclosure under law, the Party shall clearly identify any specific information that it claims to be "Confidential." A Party receiving a request for a record marked as Confidential shall notify the other Parties of the request and the date that such record will be released to the requester unless another Party obtains a court order to enjoin that disclosure pursuant to RCW 42.56.540. If another Party fails to timely obtain a court order enjoining disclosure, the receiving Party will release the requested information on the date specified. No Party shall be liable for any records that the Party releases in compliance with this section or in compliance with an order of a court of competent jurisdiction.

12. Limitations. Nothing in this Agreement shall be construed or applied in a manner that:

(a) Is inconsistent with or intrudes upon other contractual agreements of the Parties including, but not limited to, the interlocal cooperation agreements between Snohomish County and various cities for urban county consortium qualification under the United States Department of Housing and Urban Department Community Development Block Grant Program and HOME Investment Partnership Program; or

(b) Authorizes or permits the Joint Board to lobby or to attempt to gain preferential treatment in processes conducted by any of the Parties to award federal, state or local funds for affordable housing.

13. Notices.

(a) To the Joint Board. Any notice to the Joint Board shall be in writing and shall be addressed to the Chair of the Board and to the Administrative Agency.

(b) To a Party. Any notice to a Party shall be to the Representative and Alternate, if any, of that Party.

(c) Methods of Notice. Any notice may be given by certified mail, overnight delivery, facsimile, telegram, or personal delivery. Notice is deemed given when delivered. Email may be used for notice that does not allege a breach or dispute under this Agreement.

(d) Notice Addresses of Parties. The following contact information for each Party shall apply until amended in writing by a Party providing new contact information to each other Party, the Chair of the Board, and the Administrative Agency, if any:

City of Edmonds

Robert Chave, Development Services
121 5th Ave. N
Edmonds, WA 98020
Phone (425) 771-0220
Facsimile (425) 771-0221
Planning@Edmondswa.gov

City of Everett

Dave Koenig, Planning
2930 Wetmore Ave., Suite 8A
Everett, WA 98201
Phone (425) 257-8736
Facsimile (425) 257-8742

City of Granite Falls

Sheikh Haroon Saleem, Mayor and Ray Sturtz, City Planner
206 S. Granite Ave, PO Box 1440
Granite Falls, WA 98252
Phone (360) 691-6441
Facsimile (360) 691-6734

City of Lake Stevens

Rebecca Ableman, Planning and Community Development Director
1812 Main Street, PO Box 257
Lake Steven, WA 98258
Phone (425) 377-3229
Facsimile (425) 212-3327
bableman@lakestevenswa.gov

City of Lynnwood

Don Gough, Mayor and Paul Krauss, CD Director
PO Box 5008
Lynnwood, WA 98046-5008
Phone (425) 670-5401
Facsimile (425) 771-6585
pkrauss@ci.lynnwood.wa.us

City of Marysville

Gloria Hiroshima
11049 State Avenue
Marysville, WA 98270
Phone (360) 363-8000
Facsimile (360) 651-5033
ghirashima@marysvillewa.gov

City of Mill Creek

Tom Rogers, Director of Community Development
15728 Main Street
Mill Creek, WA 98012
Phone (425) 745-1891
Facsimile (425) 745-9650
tom@cityofmillcreek.com

City of Mountlake Terrace

Shane Hope
6100 219th St. SW, Suite 200
Mountlake Terrace, WA 98043
Phone (425) 744-6281
Facsimile (425) 775-0420
shope@ci.mlt.wa.us

City of Mukilteo

Mayor and Planning Director
11930 Cyrus Way
Mukilteo, WA 98275
Phone (425) 263-8017
Facsimile (425) 212-2068
mayor@ci.mukilteo.wa.us

City of Snohomish

Larry Bauman, City Manager
City of Snohomish
116 Union
Snohomish, WA 98290
Phone (360) 568-3115
Facsimile (360) 568-1375
bauman@ci.snohomish.wa.us

Town of Woodway

Mayor Carla Nichols
23920 113th Pl. W
Woodway, WA 98020
Phone (206) 542-4443
Facsimile (206) 546-9453
Mayor@townofwoodway.com

Housing Authority of Snohomish County

Executive Director
12625 4th Avenue W. Suite 200
Everett, WA 98204
Phone (425) 290-8499
Facsimile (425) 290-5618
rdavis@hasco.org

Snohomish County

Mary Jane Brell Vujovic, Division Manager
Housing and Community Services
3000 Rockefeller Ave., M/S 305
Everett, WA 98201
Phone (425) 388-7116
Facsimile (425) 259-1444
maryjane.brell@snoco.org

14. General Provisions.

(a) Rights and Obligations Reserved; MOU Superseded. This Agreement reserves to each Party and shall not be construed to be in derogation of any rights, powers, privileges, authority, liability, obligations and duties set forth in or provided by any previous agreement executed by a Party relating in any way to affordable housing, except that the Memorandum of Understanding dated September 21, 2011, by and among the Housing Authority of Snohomish County, the cities of Edmonds, Everett, Granite Falls, Lake Stevens, Lynnwood, Marysville, Mill Creek, Mountlake Terrace, Mukilteo, Snohomish, Sultan and the town of Woodway (the "MOU"), shall be deemed terminated pursuant to section 2.6.B of the MOU and shall be of no force and effect upon the effective date of this Agreement.

(b) Access to Records. To the extent permitted by law, all records, accounts and documents relating to matters covered by this Agreement shall be subject to inspection, copying, review or audit by the Washington State Auditor or any Party. Upon reasonable notice, during normal working hours, each Party shall provide auditors from the Washington State Auditor or the other Parties with access to its facilities for copying said records at their expense.

(c) No Third Party Beneficiaries. This Agreement is for the benefit of the Parties only, and no third party shall have any rights hereunder.

(d) Venue. The venue for any action related to this Agreement shall be in Superior Court in and for Snohomish County, Washington at Everett.

(e) Severability. If any of the provisions of this Agreement are held to be invalid, illegal or unenforceable, the remaining provisions shall remain in full force and effect. If the invalidated provision is essential to the benefit of the Parties' bargain, the Parties will in good faith negotiate a replacement provision to make the Parties whole to the greatest extent possible.

15. Execution. This Agreement may be executed in multiple counterparts and, if so signed, shall be deemed one integrated Agreement. The undersigned signatories represent that they are authorized to execute this Agreement on behalf of the respective Party for which they have signed below.

SNOHOMISH COUNTY

By: [Signature] 7/29/13
Signature Date

Its: PETER B. CAMP
Executive Director

Approved as to form

By: Rebecca Wendling 7/19/2013
Signature Date

Its: Deputy Prosecuting Attorney

CITY OF EDMONDS

By: _____
Signature Date

Its: _____

Approved as to form

By: _____
Signature Date

Its: _____

CITY OF EVERETT

By: _____
Signature Date

Its: _____

Approved as to form

By: _____
Signature Date

Its: _____

CITY OF GRANITE FALLS

By: _____
Signature Date

Its: _____

Approved as to form

By: _____
Signature Date

Its: _____

COUNCIL USE ONLY
Approved: 7-29-13
Docfile: D-2

(c) No Third Party Beneficiaries. This Agreement is for the benefit of the Parties only, and no third party shall have any rights hereunder.

(d) Venue. The venue for any action related to this Agreement shall be in Superior Court in and for Snohomish County, Washington at Everett.

(e) Severability. If any of the provisions of this Agreement are held to be invalid, illegal or unenforceable, the remaining provisions shall remain in full force and effect. If the invalidated provision is essential to the benefit of the Parties' bargain, the Parties will in good faith negotiate a replacement provision to make the Parties whole to the greatest extent possible.

15. Execution. This Agreement may be executed in multiple counterparts and, if so signed, shall be deemed one integrated Agreement. The undersigned signatories represent that they are authorized to execute this Agreement on behalf of the respective Party for which they have signed below.

SNOHOMISH COUNTY

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

CITY OF EDMONDS

Approved as to form

By: [Signature] 9.10.13
Signature Date

By: [Signature] 8/29/13
Signature Date

Its: Mayor

Its: CITY ATTORNEY

CITY OF EVERETT

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

CITY OF GRANITE FALLS

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

CITY OF LAKE STEVENS

By: William Latta 7/25/13
Signature Date

Its: Mayor

Approved as to form

By: Arantika Wood 7-23-13
Signature *for Waiver* Date

Its: City Attorney

CITY OF LYNNWOOD

By: _____
Signature Date

Its: _____

Approved as to form

By: _____
Signature Date

Its: _____

CITY OF MARYSVILLE

By: _____
Signature Date

Its: _____

Approved as to form

By: _____
Signature Date

Its: _____

CITY OF MILL CREEK

By: _____
Signature Date

Its: _____

Approved as to form

By: _____
Signature Date

Its: _____

CITY OF MOUNTLAKE TERRACE

By: _____
Signature Date

Its: _____

Approved as to form

By: _____
Signature Date

Its: _____

CITY OF MUKILTEO

By: _____
Signature Date

Its: _____

Approved as to form

By: _____
Signature Date

Its: _____

SNOHOMISH COUNTY

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

CITY OF EDMONDS

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

CITY OF EVERETT

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

CITY OF GRANITE FALLS

Approved as to form

By: [Signature] 7/17/13
Signature Date

By: [Signature] 7-17-13
Signature Date

Its: MAYOR

Its: City Attorney

CITY OF LAKE STEVENS

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

CITY OF LYNNWOOD

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

CITY OF LAKE STEVENS

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

CITY OF LYNNWOOD

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

CITY OF MARYSVILLE

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

CITY OF MILL CREEK

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

CITY OF MOUNTLAKE TERRACE

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

CITY OF MUKILTEO

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

(c) No Third Party Beneficiaries. This Agreement is for the benefit of the Parties only, and no third party shall have any rights hereunder.

(d) Venue. The venue for any action related to this Agreement shall be in Superior Court in and for Snohomish County, Washington at Everett.

(e) Severability. If any of the provisions of this Agreement are held to be invalid, illegal or unenforceable, the remaining provisions shall remain in full force and effect. If the invalidated provision is essential to the benefit of the Parties' bargain, the Parties will in good faith negotiate a replacement provision to make the Parties whole to the greatest extent possible.

15. Execution. This Agreement may be executed in multiple counterparts and, if so signed, shall be deemed one integrated Agreement. The undersigned signatories represent that they are authorized to execute this Agreement on behalf of the respective Party for which they have signed below.

SNOHOMISH COUNTY

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

CITY OF EDMONDS

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

CITY OF EVERETT

Approved as to form

By: Ray Stephenson 10-22-13
Signature Date

By: Tim Bardsley 10.21.13
Signature Date

Its: _____

Its: Assistant City Attorney

ATTEST:
Sharon Julla
City Clerk

CITY OF GRANITE FALLS

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

CITY OF LAKE STEVENS

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

CITY OF LYNNWOOD

Approved as to form

By: *Don Gaus*
Signature Date

By: _____
Signature Date

Its: *Mayor*
9-19-13

Its: _____

CITY OF MARYSVILLE

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

CITY OF MILL CREEK

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

CITY OF MOUNTLAKE TERRACE

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

CITY OF MUKILTEO

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

CITY OF LAKE STEVENS

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

CITY OF LYNNWOOD

Approved as to form

By: _____
Signature Date

By: *Karen Larson* 10-14-13
Signature Date

Its: _____

Its: *City Attorney*

CITY OF MARYSVILLE

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

CITY OF MILL CREEK

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

CITY OF MOUNTLAKE TERRACE

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

CITY OF MUKILTEO

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

CITY OF LAKE STEVENS

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

CITY OF LYNNWOOD

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

CITY OF MARYSVILLE

Approved as to form

By: [Signature] 9/13/13
Signature Date

By: [Signature] 9-12-13
Signature Date

Its: Mayor

Its: City Attorney (per waiver of conflict)

CITY OF MILL CREEK

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

CITY OF MOUNTLAKE TERRACE

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

CITY OF MUKILTEO

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

CITY OF LAKE STEVENS

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

CITY OF LYNNWOOD

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

CITY OF MARYSVILLE

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

CITY OF MILL CREEK

Approved as to form

By: [Signature] 11 SEP 2013
Signature Date

By: [Signature] 9-6-13
Signature Date

Its: CITY MANAGER

Its: City Attorney

CITY OF MOUNTLAKE TERRACE

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

CITY OF MUKILTEO

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

(c) No Third Party Beneficiaries. This Agreement is for the benefit of the Parties only, and no third party shall have any rights hereunder.

(d) Venue. The venue for any action related to this Agreement shall be in Superior Court in and for Snohomish County, Washington at Everett.

(e) Severability. If any of the provisions of this Agreement are held to be invalid, illegal or unenforceable, the remaining provisions shall remain in full force and effect. If the invalidated provision is essential to the benefit of the Parties' bargain, the Parties will in good faith negotiate a replacement provision to make the Parties whole to the greatest extent possible.

15. Execution. This Agreement may be executed in multiple counterparts and, if so signed, shall be deemed one integrated Agreement. The undersigned signatories represent that they are authorized to execute this Agreement on behalf of the respective Party for which they have signed below.

SNOHOMISH COUNTY

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

CITY OF EDMONDS

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

CITY OF EVERETT

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

CITY OF GRANITE FALLS

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

CITY OF LAKE STEVENS

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

CITY OF LYNNWOOD

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

CITY OF MARYSVILLE

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

CITY OF MILL CREEK

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

CITY OF MOUNTLAKE TERRACE

Approved as to form

By: [Signature] 8/6/2013
Signature Date

By: [Signature] 8-6-13
Signature Date

Its: City Manager

Its: City Attorney

CITY OF MUKILTEO

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

CITY OF LAKE STEVENS

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

CITY OF LYNNWOOD

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

CITY OF MARYSVILLE

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

CITY OF MILL CREEK

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

CITY OF MOUNTLAKE TERRACE

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

CITY OF MUKILTEO

Approved as to form

By: Joe Arnold 8/21/13
Signature Date

By: Dwight Smith 8/19/13
Signature Date

Its: Mayor

Its: City Attorney

(c) No Third Party Beneficiaries. This Agreement is for the benefit of the Parties only, and no third party shall have any rights hereunder.

(d) Venue. The venue for any action related to this Agreement shall be in Superior Court in and for Snohomish County, Washington at Everett.

(e) Severability. If any of the provisions of this Agreement are held to be invalid, illegal or unenforceable, the remaining provisions shall remain in full force and effect. If the invalidated provision is essential to the benefit of the Parties' bargain, the Parties will in good faith negotiate a replacement provision to make the Parties whole to the greatest extent possible.

15. Execution. This Agreement may be executed in multiple counterparts and, if so signed, shall be deemed one integrated Agreement. The undersigned signatories represent that they are authorized to execute this Agreement on behalf of the respective Party for which they have signed below.

SNOHOMISH COUNTY

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

CITY OF EDMONDS

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

CITY OF EVERETT

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

CITY OF GRANITE FALLS

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

CITY OF SNOHOMISH

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

TOWN OF WOODWAY

Approved as to form

By: Carl Nibel 7/20/13
Signature Date

By: Wage Dene
Signature Date

Its: Mayor

Its: City Attorney

HOUSING AUTHORITY OF SNOHOMISH COUNTY

Approved as to form:

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

ATTACHMENT A

HOUSING AUTHORITY OF SNOHOMISH COUNTY

12625 - 4th Avenue W., Suite 200 • Everett, Washington 98204
(425) 290-8499 or (425) 743-4505
TDD (425) 290-5785 • FAX (425) 290-5618

June 22, 2012

Mr. David Bley
Director, Pacific Northwest Initiative
Bill and Melinda Gates Foundation
PO Box 23350
Seattle, WA 98102

**RE: GATES FOUNDATION SUPPORT FOR
SNOHOMISH COUNTY INTER-JURISDICTIONAL HOUSING COMMITTEE**

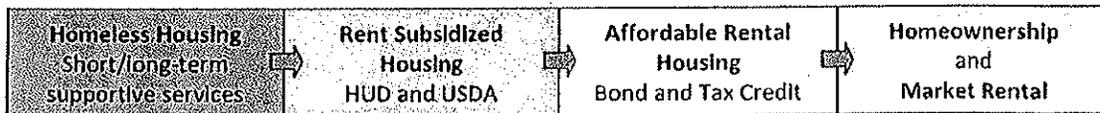
Dear David:

I am sorry it has taken so long to put this together. As we discussed a few months ago, Snohomish County continues to evolve in the creation of its vehicles to address affordable housing issues, and homelessness in particular.

The Sound Families Initiative and the current Investing in Families Initiative have brought private philanthropy, government, non-profits and private citizens together to combat homelessness and create systems change. These two initiatives have been instrumental in providing the necessary resources and developing the capacity of stakeholders in the community. The initiatives addressed the need for supportive services and housing and have made clear the need for both to effectively serve homeless families.

On a parallel track, the Housing Consortium of Everett and Snohomish County was formed by interested non-profit developers with the support of local government, the County's two housing authorities, and private supporters. The membership is made up of housing organizations dealing with every aspect of the housing continuum from homelessness to homeownership.

Housing Continuum



Through all of the work in the community to address housing and homelessness, it became clear that the community needed a vehicle for local governments to cooperatively address housing policy issues. A group of cities in Snohomish County began to explore the creation of such a vehicle over two years ago as an outgrowth of Snohomish County Tomorrow, the local inter-jurisdictional forum created to oversee Countywide Planning Policies.

CITY OF SNOHOMISH

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

TOWN OF WOODWAY

Approved as to form

By: _____
Signature Date

By: _____
Signature Date

Its: _____

Its: _____

HOUSING AUTHORITY OF
SNOHOMISH COUNTY

Approved as to form:

By: [Signature] 10/10/13
Signature Date

By: [Signature] 10/10/13
Signature Date

Its: Executive Director

Its: Staff Attorney

ATTACHMENT A

The cities in Snohomish County and the Snohomish County government have now taken the step to create the Inter-Jurisdictional Housing Committee (IHC). This new group comprised of local governments in Snohomish County is a systems change that will create a centralized forum for local governments to efficiently disseminate housing information, work together to gain more expertise in housing policy issues, and cooperatively advocate at the federal and state level to ensure that there is adequate support for efforts to end homelessness and promote affordable housing in their communities. The group will inform local land use efforts to promote housing that is both economically and environmentally sustainable. The target model for the IHC is A Regional Coalition for Housing (ARCH) on King County's Eastside. The IHC Memorandum of Understanding (MOU) and draft Interlocal Agreement are attached. The following jurisdictions have signed onto the MOU: Mukilteo, Mountlake Terrace, Lake Stevens, Everett, Mill Creek, Snohomish, Sultan, Marysville, Edmonds, Lynnwood, Woodway, Granite Falls, and Snohomish County.

Every one of the jurisdictions signing on to this undertaking has at least one elected official and a planning executive who have decided that housing is a high priority for their community. Bringing these elected officials and planning executives together on the IHC will substantially enhance the work that is currently going on in the County to promote affordable housing and ensure that there are affordable housing options for families exiting homeless housing. During this period of intensive interest in housing and transportation, it is especially important that this entity is created and sustained to ensure that affordable housing is appropriately integrated into planning efforts.

Embarking on this effort right now is difficult when these cities and the County are experiencing economic distress. The goals of the IHC can advance significantly faster if the committee members can spend the first year establishing the priorities and substantive functions of the IHC rather than spending that time working to build financial support. It will be much easier to secure permanent and ongoing financial support from the cities and County if the IHC can get up and running with professional staff and products to show. That is why I would like to explore with you the potential of Gates Foundation support for the first full year of operation of the IHC. Please see the attached IHC 2013 budget.

HASCO committed to provide modest staffing and an administrative base to support the IHC. We have hired a graduate student intern from the University of Washington Master of Urban Planning program to supplement our staff work for the committee. This intern, with support from HASCO staff, will work to build the IHC and produce initial reports for the committee. HASCO will bear this expense through the end of 2012. Although HASCO is providing staff support for the committee, the IHC is not a HASCO project.

Starting in 2013, the IHC would like to have a full-time professional to staff the committee. Ideally the current intern would continue on in this full-time position. The Gates Foundation would cover the cost of the full-time staff person plus any additional outside consulting work that is needed. HASCO would still provide office space, all administrative support, and supplemental staffing support without reimbursement. Starting in 2014, the cities and the County would provide the financial support to fully cover the budget. HASCO would continue to provide the office space, administrative support, and supplemental staffing as an ongoing responsibility.

ATTACHMENT A

I would appreciate the opportunity to discuss this proposal further. I can be reached at 425-293-0532 or red@hasco.org.

Sincerely



Robert E. Davis
Executive Director

cc: David Wertheimer, Deputy Director, Pacific NW Initiative, Bill & Melinda Gates Foundation
Kollin Min, Program Officer, Pacific NW Initiative, Bill & Melinda Gates Foundation

Enclosures

Memorandum of Understanding
Draft Interlocal Agreement
2013 Budget

BILL & MELINDA
GATES foundation

PO Box 23350
Seattle, WA 98102 USA
206.709.3100

ATTACHMENT A

118062

Wells Fargo Bank, N.A.
Bellevue, WA 98004
11-24/1210

DATE	AMOUNT
Oct 11, 2012	\$ 50,000.00

PAY Fifty Thousand Dollars And 00 Cents

to the
order
of
Housing Authority of Snohomish County
12625 4th Ave West Suite 200
Everett, WA 98204


Authorized Signature
VOID AFTER 180 DAYS

BILL & MELINDA GATES FOUNDATION PO Box 23350 Seattle, Washington 98102 206.709.3100

VENDOR ID	NAME	PAYMENT NUMBER	CHECK DATE	CHECK NUMBER	NET
HOUS002	Housing Authority of Snohomish	00156023	10/11/2012	118062	118062
OUR VOUCHER NUMBER	YOUR INVOICE NUMBER	DATE	AMOUNT	AMOUNT PAID	NET
GFPMT1069904	PMT1069904	10/11/2012	\$50,000.00	\$50,000.00	OPP1069901 - Robert Davis \$50,000.00
			\$50,000.00	\$50,000.00	\$50,000.00

COMMENT

Attachment B
Alliance for Housing Affordability
Fiscal Year August 2013 to June 2014
Budget and Contribution Schedule
July 2013

MOU Signees by Population	Population**	Population for Calculation Purpose	2013 Contribution
Everett	103,019	103,019	\$6,213
Marysville	60,020	60,020	\$3,613
Lynnwood	35,836	35,836	\$2,151
Edmonds	39,709	39,709	\$2,385
Lake Stevens	28,069	28,069	\$1,682
Mukilteo	20,254	20,254	\$1,209
Mountlake Terrace	19,909	19,909	\$1,188
Mill Creek	18,244	18,244	\$1,088
Snohomish ¹	9,098	9,098	\$1,000
Granite Falls ¹	3,364		\$1,000
Woodway ¹	1,307		\$1,000
HASCO			
Total city	338,829	343,480	\$22,530
County	286,727	286,727	\$17,320
Total	625,556	630,207	\$39,850
Gates Grant⁴	\$50,000		\$50,000
Proposed Budget	\$89,850	Contributions	\$89,850
Back Office Support	In kind²		

- 1. Minimum annual commitment \$1,000 for any participant
- 2. HASCO funding staff intern for 12+ months 2012 began interim work in July

**2011 Population

Notes:

Budget	
1 FTE	\$ 60,000.00
Benefits (@39%)	\$ 23,400.00
Local Travel/mi.	\$ 1,250.00
Supplies/Teleph	\$ 1,200.00
	\$85,850.00
Misc./Consult.	\$ 4,000.00
	\$89,850.00



**Attachment B
2013-2014 Work Plan***

1. Synthesize/analyze Data

- a. IDENTIFY DATA GAPS.
And if there are, develop/implement a strategy to fill those gaps.
- b. DEVELOP A SURVEY TEMPLATE THAT CITIES CAN USE FOR GATHERING HOUSING DATA THEY'RE MOST INTERESTED IN.
- c. IDENTIFY WHERE EXISTING AFFORDABLE HOUSING UNITS ARE LOCATED AND WHETHER THEY ARE UNDER THREAT OF CONVERSION, WHAT THEIR CONDITION IS AND WHAT THE CONDITION OF THE SURROUNDING PUBLIC INFRASTRUCTURE IS.

2. Provide Technical Expertise

CREATE A TEMPLATE JURISDICTIONS CAN USE IN DRAFTING THEIR HOUSING CONTINUUM AND CITY PROFILES.

With the template each jurisdiction can create effective literature conveying their individual housing needs. The continuum would also be useful in developing Housing Elements for Comprehensive Plans.

3. Create Education/Outreach/Information-sharing Opportunities

DEVELOP A STRATEGY AND TOOLS TO EDUCATE ELECTED OFFICIALS

The task is to educate elected officials about affordable housing issues and the roles they can play in obtaining funding for housing programs.

- i. Identify elected officials who could serve as primary contact points for federal and state agencies which provide housing funding (this would assist in attract housing money to Snohomish County).
 - ii. Design workshop for elected officials to better inform them of housing issues and funding opportunities/challenges/processes
- a. PACKAGE THE IJH COMMITTEE'S IDEA/MESSAGE.
- i. Use HASCO human resources staff (who has special training in leading facilitation) to work with elected officials on the committee to create a succinct message of what the Alliance for Housing Affordability is all about. The message would be a key tool to use in presentations to city councils when the IJH ILA is being considered.
 - ii. Use the message to promote media exposure of the IJH committee's existence and goals

4. Grants and Financial

- a. DEVELOP A STRATEGY FOR LEVERAGING CDBG AND OTHER FUNDS.
- b. DEVELOP A COMMON STRATEGY TO PURSUE FUNDING TO BE USED BY CITIES INDIVIDUALLY OR COLLECTIVELY.
- c. DESIGN A NEW REVENUE GENERATION TOOL THAT CAN BE ADOPTED BY LEGISLATIVE BODIES AND THEN USED BY INDIVIDUAL CITIES.

* For consideration by the Joint Board



This page left blank intentionally



LAKE STEVENS CITY COUNCIL
STAFF REPORT

Council Agenda
Date:

April 28, 2014

Subject: Economic Development
Professional Services Agreement –Branding – Roger Brooks International

Contact	Rebecca Ableman	Budget	\$90,000
Person/Department:	Planning and Community Development	Impact	
	Director	:	

RECOMMENDATION(S)/ACTION REQUESTED OF COUNCIL:

Authorize the Mayor to enter into a Professional Services Agreement with Roger Brooks International for the Lake Stevens Branding Project to begin June 2, 2014. Staff, the Consultant and City Attorney are currently working through contract language. The recommendations for Council to authorize the Mayor to enter into the agreement upon "approval as to form" from the City Attorney's office.

SUMMARY:

The Mayor and staff met with Roger Brooks and John Kelsh of Roger Brooks International to discuss a Branding Project for Lake Stevens on March 22nd. This meeting was followed by a scope of work and project schedule for completing this effort. The project would begin with kick-off meetings the week of June 2nd and a follow up Branding Camp in September.

BACKGROUND:

Since 2009, the City Council has taken active steps towards achieve long term financial stability through a number of efforts including Economic Development actions. The first activity was an Economic and Fiscal Analysis completed in 2010 resulting in a list of further recommended implementation measures. The analysis has guided the City through the two subarea plans and Planned Action Ordinances, business recruitment activities, and developer outreach. The next recommended phase is for the City to engage in a Branding and Wayfinding program that will help create the larger picture identity of the Lake Stevens community that will be used to continue marketing efforts for both attracting more commercial and employment development in the City. Branding and Wayfinding go hand in hand.

DISCUSSION:

Staff researched different branding approaches and received a good recommendation for Roger Brooks International's (RBI) branding program. The Mayor and staff met with RBI representatives on March 22nd where RBI reviewed what a program for Lake Stevens would encompass. They presented a program that includes brand development, brand feasibility testing, and building community enthusiasm around a brand. Their process has been used in several places both domestically and internationally. A few advantages besides the wealth of experience are the firm is located in the Puget Sound Region so they are familiar with our area and there will not be out of state travel expenses. An excerpt from their Statement of Qualifications is shown in **Attachment A** and also describes their approach to branding; the branding process; example jurisdictions; and what the plan includes. Generally the Branding Plan is:

"BRANDING (what sets you apart from everyone else)
DEVELOPEMNT (what needs to be done so you "own" the brand. Brands are about ownership)
&MARKETING (how do we tell the world?)
ACTION PLAS (the to-do list - all participating organizations have their list)"

Specifically for Lake Stevens the schedule generally would be as follows (Proposed Scope of Services in **Attachment B**):

- The first step is to form the Lake Stevens Brand Development Committee (BDC)
- RBI reviews summaries of past plans and studies, marketing materials, lodging tax information, etc.
- RBI then create a survey and sends a link for placing on the City's website
- RBI performs a Marketing assessment
- On-site Assessment of Lake Stevens and a presentation of the assessment findings. In addition Roger Brooks presents his branding workshop and announce the online survey, followed by a meeting with the BDC. (tentatively scheduled for the week of June 2 with the workshop on Thursday, June 5.)
- John Kelsh of RBI will conduct stakeholder interviews
- Research, demographic, etc. analyzed by RBI
- There will be a number of Skype meetings with the BDC to discuss survey results, etc.
- BrandCamp week (four days - Tuesday-Friday. Tentatively scheduled for the week of September 1.)

For more information about RBI, access the website at www.rogerbrooksinternational.com.

APPLICABLE CITY POLICIES:

The proposal is consistent with and will further the Economic Development Strategy Goals.

BUDGET IMPACT:

The proposed budgeted amount for the Roger Brooks International PSA is \$90,000. The budget will be taken from the Economic Development line item. Branding and Wayfinding has been shown on the Economic Development work items for 2014 for a combined \$85,000. The total Economic Development budget is \$495,000. Currently, a small portion of Natalie Quick's consulting contract is remaining and staff expects to bring back an addendum to continue with some further focused business recruitment efforts for Council's consideration. Additional committed budget items are \$11,000 with Berk and Associates for the Marketing and Development analysis is expected to be presented to Council on May 12th so budget is available.

ATTACHMENTS:

- A. Roger Brooks International Scope of Services for Professional Services Agreement
- B. Excerpts from Statement of Qualifications for Roger Brooks International

Statement of Qualifications

Roger Brooks International, Inc.

ATTACHMENT A

Roger Brooks International, Inc.

"We had such a great time with Roger. Everyone is pumped and my challenge is to move all that energy forward! People are e-mailing me and stopping me in the streets to talk about it. Safe to say this was a huge success. Everyone who missed this opportunity wants to know when Roger's coming back! I'm wishing he would just move here! The wait was worth every minute. He really delivered with humor and enthusiasm. The response has been wonderful!"

-Trudy Curly, Director, Bluenose Coast
Tourism, Nova Scotia

Thank you for allowing Roger Brooks International, Inc. (RBI), formerly Destination Development International, the opportunity to present you with our Statement of Qualifications. This SOQ will provide you with background information about our company, services, our staff, clients, and previous projects.

For more than 30 years, the award-winning RBI team has had a singular mission – to help communities become the destination of choice for investment, for business growth and expansion, as an outstanding place to live, and as a premier visitor destination. RBI has assisted in the development, marketing, and branding of nearly a thousand communities, plus numerous states, provinces, and regions around the world.

Founded in 1980, the RBI team spent the first ten years playing important roles in the development of outstanding destination resorts including Harbour Town on Hilton Head Island, South Carolina; Copper Mountain Resort in Colorado; Sunriver Resort in Central Oregon; and Whistler Resort in British Columbia, which hosted the 2010 Winter Olympic games. During this period, RBI recruited nearly \$3 billion in new development projects and helped to elevate these resorts to world-class status.

In 1991 RBI was asked to "redevelop" and "reposition" a popular Pacific Ocean destination town in Washington State, Ocean Shores, which included recruitment of more than \$350 million in new development projects, re-branding the community, and the creation of an award-winning marketing program that elevated the city from a rank of 47th in the state in terms of lodging revenues to 11th - accomplishing this in just three years. The community now hosts well over three million visitors a year, and has seen the tax base increase six-fold as a result.

The RBI team knows the community branding process better than any firm in North America. All successful brands are built on product, not just marketing, and no other firm has as much experience in building

connections between municipalities, economic development, tourism, and downtown organizations. The most successfully branded cities have stakeholder organizations on the same page pulling in the same direction. After all, winning brands are built with a common voice and theme. That's what makes a truly world-class destination.

In terms of relevant experience, the RBI team has assisted communities with populations as few as 500 and as many as 1.5 million. The company's work has been written up in magazines and newsprint articles including the Wall Street Journal, New York Times, LA Times, San Francisco Examiner, and it has been featured in business journals, television news programs, and books on community, downtown, and tourism development.

What sets RBI apart from every other company in North America is the fact that the team is not just a creative agency that includes branding as one of our disciplines. Place branding, product development, and marketing is what we do – exclusively. While we have incredible creative talent, we also realize the importance of product development to the branding process. Successful brands are built on the product that delivers on the promise your brand represents.

Based on decades of grassroots experience, we have learned what works and what doesn't. We know the importance of a collaborative approach that fosters community buy-in, so critical for the success of any branding effort, helping build a brand story and brand promise that is real and vital.

Working only in the public sector with towns, cities, counties, regions, states, and countries, RBI is renowned for its bottom-line, "make something happen" approach. This passion results in tremendously successful planning and implementation efforts.

We are experts at bringing people together, getting them on the same page, pulling in the same direction. As a

ATTACHMENT A

Consistently the highest rated speaker at conferences on tourism, economic development and branding, Roger has given presentations in 45 states, throughout Canada, and in Sweden and Northern Ireland. No one is better at bringing diverse groups together and getting them on the same page, pulling in the same direction. He brings 30 years of in-the-trenches experience to every presentation and project.

unified force you are far more effective than a number of small individual voices, each going their own way. It's what we do and it's our passion.

Hand picked from around the country, the RBI team includes some of the most creative minds in the business – minds that know how people move, and know what moves people. And perhaps best of all, the team specializes in getting communities excited and enthused about the possibilities, bringing about positive lasting change.

Examples of some previous branding projects include:

Alpena, Michigan (population 10,410) contracted with RBI for a Branding Assessment in 2009, and followed up with the development of a Branding, Development and Marketing Action Plan in 2012. The city wanted a unified message to convey their unique attributes in a compelling and authentic way to increase economic development, tourism, and investment in the community. RBI worked with community stakeholders and representatives creating the brand story, brand promise, brand identity, and marketing concepts to showcase the look and feel of the brand. RBI then crafted the recommendations for the Branding, Product Development & Marketing Action Plan.

Barrie, Ontario (service area population 200,000) which is in the second year of its redevelopment and branding implementation and has seen a tremendous transformation from a gritty “bar scene” brand to an upscale shopping, dining and entertainment destination, the envy of other cities throughout the province.

Rapid City, South Dakota (population 70,000) has seen phenomenal success with its branding and downtown product development efforts. The city now hosts nearly four million visitors a year and its downtown is now as big a destination as nearby Mt. Rushmore. Before this effort the city's downtown was considered the “hole

in the middle of the donut” referring to the attractions around the city, but having little to draw people into the downtown - including local residents.

Devon, Alberta (population 6,500), which has focused its brand as “Bike Town, Alberta” (see the BrandGraphics in the back of this proposal). Just two years into the brand implementation the town is seeing tremendous success.

St. Albert, Alberta (population 60,000) has become “Alberta's Botanic Arts City” using the national award-winning theme of “Cultivate Life.” The city is now one of the most desirable places to live and raise a family in Western Canada.

Bracebridge, Ontario (population 15,000) is just beginning its product development and marketing efforts around the brand “The Art of Muskoka Living” - a brand with strong name recognition in Canada similar to that of “Cape Cod's” powerful brand in the U.S.

Northern New Hampshire (population 35,000) has seen resounding success and big increases in tourism spending - nearly five times the state's average increases as a result of RBI's assistance with their branding and tourism development efforts.

York, Pennsylvania (population 45,000 - 400,000 in the county) and **Walnut Creek, California** (population 60,000) are seeing incredible results as well. More details about some of these projects, and several others, can be found among our sample projects in this document.

No one has RBI's experience when it comes to branding, product development and marketing efforts.

Services:

"RBI's 13- step brand development process is not only amazing, but incredibly effective.

There is simply nothing like it. We saved tens of thousands of dollars, went through the entire process in less than 14 weeks, it included a complete complement of brand graphics, and perhaps best of all, it came from us (RBI facilitated the process), not from an outsider, and our 'brand champions' started implementing our new plan within hours of its completion. We have never been more pumped than we are now."

Jeff Gray, Superintendent
The Thunder Bay National Marine Sanctuary, and
Chief Champion
Alpena, Michigan

How does your town become the hub of activity in the region, a favorite spot of locals and visitors, the subject of glowing blog-chatter, or the golden child of Travel & Leisure Magazine? It takes thoughtful planning, community effort, and a creative vision. It also takes guidance - knowing what works and what doesn't.

Every community has the potential to become a vibrant, healthy, economically thriving locale. The professionals at Roger Brooks International have helped nearly 1,000 communities throughout North America and abroad in their efforts to achieve these goals.

Often, the path to success begins with a presentation that inspires the community with a fresh perspective and new possibilities.

Summary of RBI's most popular services:

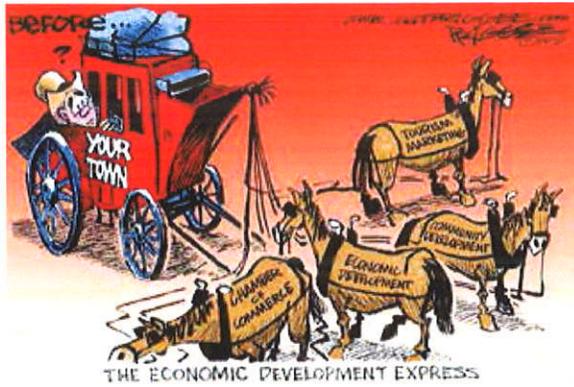
- Creation of Branding, Product Development & Marketing Action Plans.
- Community assessment programs:
 - - Marketing effectiveness
 - - Product development
 - - Infrastructure
 - - Branding
 - - Tourism
- Speaking engagements: workshops, conference breakout sessions, keynote addresses
- Webinars
- Wayfinding and signage system plans: environmental graphics
- Facilities programming and feasibility analysis, business plans
- Theme and event development
- Graphic design services: BrandGraphics Kits
- Consulting and coaching programs
- The All-Access pass to the Roger Brooks video and printed guide library.

ATTACHMENT A

The 13 Things to Know About Branding

This proposal begins with a brief overview of what makes a successful brand.

- 1. Brands are specific.**
To win you must jettison the generic. The days of being “all things to all people” are officially over. Gone. Done. Generic messages don’t attract anyone.
- 2. Logos and slogans are NOT brands.**
They are simply marketing messages used to support and reinforce your brand. Have you ever gone anywhere because they had a great logo?



- 3. A brand is a perception.**
What people think of your community when you mention where you’re from. It’s also a promise that you will deliver on that perception when we arrive. Sometimes communities need a “re-branding” or “repositioning” effort.
- 4. Focus groups do not create successful brands.**
Brands need to be distinctive and unique, and the bigger the focus group the more generic the brand becomes. A generic brand doesn’t stand for anything, and it doesn’t attract anyone.
- 5. Brands require continuity.**
It’s a team sport. Can you imagine what would happen if every Coca Cola bottling plant designed its own Coke logo, its own bottles and cans, and its own Coke ads? Coke wouldn’t exist as a brand. To succeed, your key organizations need to be on the same page pulling in the same direction (see the images to the left). The look, feel and messaging must be consistent. You’re far more powerful as a single unified voice than a bunch of single small voices.
- 6. You build your brand on feasibility, not just local sentiment.**
This is an economic development brand, not just a feel good “great place to live, work and play” brand that can fit anyone anywhere. And tourism is part of economic development.
- 7. Successful brands are built on grassroots efforts, not top down exercises.**
It must come from within, and not be plopped on the community by an outside consulting firm.
- 8. Your name must be synonymous with your brand.**
Nashville and country music. Taos and art. Santa Fe and Native American Art. Napa Valley and wine. Orlando and kids and family. Las Vegas as the playground for adults.
- 9. Successful brands are built on product, not just marketing.**
Great product sells itself. Avoid hiring anyone who doesn’t include product development as part of the branding process. That is why creative agencies are rarely the right choice for most community branding programs.
- 10. Brands require strong champions.**
Without tireless pioneers who will champion the cause, no brand can be successful. Not everyone will agree with a narrow focus.
- 11. You never “roll out” a brand.**
It is earned - good or bad. After all, a brand is a perception - a feeling - that is developed over time via word of mouth, and, these days, through social media and the news.
- 12. Successful brands begin with a plan.**
A comprehensive action plan lays out the steps to accomplish your goals.
- 13. There are only three killers of any branding project. Here they are:**
 1. Local politics. Sometimes it’s worse with membership organizations than with elected politicians.
 2. Lack of champions. Without local champions willing to push the project forward, brands cannot succeed.
 3. Lack of money. (Both private and public).

If you have the right champions they will get past the politics and will find the money. Every time.

The following pages will tell you how we can assist your efforts to develop a successful brand.

ATTACHMENT A

The RBI Branding, Product Development & Marketing Action Plan Program

While relatively few cities and towns have a defined brand, all of them have a brand image – good or bad, intentional or unintentional. It is the perception people have of you, as a community or a set of communities. Your brand is also a promise that you will deliver on that perception when we arrive as a visitor, potential resident or to establish a business. Your brand can be orchestrated and developed into a positive force benefiting all aspects of the community, or it can be haphazard, when various organizations each convey different messages about who you are. In essence, your brand and your reputation are one and the same.

A defined community brand can create value by not only conveying a distinctive message that eloquently illustrates what you want to be known for, but also by creating a strategic, compelling vision that empowers and drives your future. This vision will stimulate economic development and provide new ways to enhance the community's reputation, which makes it a more desirable location for business, investment, new residents, and visitors.

Most importantly, branding is the art of setting yourself apart from everyone else – finding, developing and promoting your truly unique selling proposition. This is the true essence of a brand. We have the world at our fingertips in a fraction of a second, via the web, so what sets you apart? What makes you different? Why are you special? Why are you worth a special trip?

To win, you must narrow your focus and stand for something specific. Finding that truly "unique selling proposition" that really sets you apart from everyone else is absolutely critical to the branding process. When you look at the work of any "branding" company, look at the tag lines and key marketing messages. Does

it differentiate the community from everyone else? Is it obvious what they are about? Now look at your marketing efforts. How do they differentiate you from everyone else in your market area?

We at Roger Brooks International (RBI) understand the importance of defining a true sustainable brand – something that will last for generations. After all, you don't change your brand like you change your clothes. It can take years to develop an outstanding reputation and the product, amenities, and activities that support it.

The other key element of a brand is consistency – getting everyone on the same page, pulling in the same direction. A consistent community brand gets your local stakeholders and organizations, businesses, and residents on the same page, pulling in the same direction. It requires local champions who will develop it and help it succeed. Roger and his team are experts at bringing people together, working with common goals and helping craft a consistent, comprehensive, sustainable brand story and implementation plan.

We also understand the importance of building the brand on a solid foundation of research. It's critically important to know where you are now and what your visions for the future include before you can chart a course that will reach your ultimate goals. Using both quantitative and qualitative research, we conduct local and visitor surveys, review previous plans and studies, demographics, tapestry reports, psychographics, perform a competitive analysis, and implement a proprietary brand feasibility testing process.

In creating a Branding, Development and Marketing Action Plan for your community, you are addressing the very real need in this new global economy to stand out from competing communities - letting the world know about your unique and desirable qualities,

while providing a vision for future development. It is critical that the brand stand for something specific; a generic "something for everyone" brand will not be effective. You are working to make your community a more desirable place to live, work, visit and invest in, and we at RBI ensure that branding efforts focus on what will feasibly attract new revenue to the area – tax base in the form of economic, community and tourism development.

THE PLAN:

BRANDING (what sets you apart from everyone else?)
DEVELOPMENT (what needs to be done so you "own" the brand" Brands area about ownership)
& MARKETING (how do we tell the world?)
ACTION PLAN (the to-do list – all participating organizations have their list)

The days of Strategic Plans are drawing to a close as communities gravitate to Action Plans, which are detailed and precise. In fact, strategies, goals and objectives should take no more than three to ten pages to cover. An Action Plan includes:

- A detailed description of each recommendation
- When it would be implemented (they are placed in chronological order)
- Who would be charged with implementation (everyone plays a role)
- Approximate cost to implement it
- Possible funding source(s)
- The rationale for making the recommendation

With thirty-plus years of experience, research, collaboration and creativity, we help communities develop:

- Their own unique vision
- Craft their brand story
- Illustrate their distinctive qualities and marketing messages

ATTACHMENT A

- Design the look and feel of the brand
- Build the foundation for the product that fulfills the "brand promise"
- Successfully communicate and market it to the world

By doing so, we are thrilled to have played a role in so many successful, thriving, happy, healthy, and vibrant destinations. We can do this for your community, ultimately increasing not only tourism revenues, but making your community THE destination of choice in the area as a place to live, raise a family, establish or relocate a business, and invest. After all, that's the ultimate goal of any branding effort.

PROJECT APPROACH

"A brand is much more successful if it is developed from within – with community participation – than if it is plopped on the community by an outside consultant." – Roger Brooks

After working with nearly a thousand communities over the past 30+ years, RBI has developed and refined a proprietary 13-step branding process that has an extraordinary 100-percent success rate.

Combining targeted research, community education and outreach, award-winning creativity, a proprietary feasibility testing process, and step-by-step planning, RBI's branding process is firmly rooted in solid, sustainable economic development principles.

The 13-step process is developed in four distinct phases or elements:

1. The assessment – where you are today and the baseline to work from
2. Public outreach – determining where you want to go, what you want to be known for.
3. Research – Finding the direction that is most

feasible, will encourage investment, jobs, increased tourism spending and will make you THE destination of choice

4. The Action Plan – the step-by-step guide to implementing the recommendations

The process typically takes between 16 to 24 weeks to facilitate, but is done at your pace, on your schedule.

Step #1: The Brand Development Team - Week #1

The branding process begins with the organization of a local Brand Development Committee (BDC), assembled with our assistance. This is the group of stakeholders who will take the lead in finding and developing the brand direction. Typically this team is made up of no more than 13 people. We believe that "bottom up" or grassroots branding is far more successful than top-down approaches, and we also believe that the business community needs to take the lead.

One thing we learned over the years is that brands delivered to a community via a design or consulting company have little chance of success. Success happens when the brand comes from within. To make this happen we "facilitate" the process rather than do it for you. Roger is the branding "expert" brought in to work WITH YOU through the process. This means your Brand Development Committee will play a critical role in the brand's development. We know that time is tight and that every member of the Committee has a more-than-full schedule, so we work very hard to not task the Committee with a lot of assignments and work, but building the brand as a unit, with RBI as the facilitator and research team, will ensure that the brand is YOURS, not ours. This is a big reason why our process is so much more successful than other branding methodologies.

And it's also why you'll see that we spend a lot of time

actually IN the community.

Step #2: Assessment, Education and Outreach - Weeks #2 through #6

Marketing Assessment

The RBI team will review and assess the marketing efforts of your various organizations, the town, and your major employers. This includes thorough reviews of your websites, digital marketing efforts including social media and digital advertising, local outreach efforts, publicity and public relations efforts, brochures and printed marketing materials, broadcast and outdoor advertising, etc. The team will also conduct a "reputation analysis" – seeing what is being said about the community in the major market areas. We look at marketing plans, comprehensive plans and product development initiatives.

On-site assessment

Roger and his team will spend nearly a week IN your community getting to know the town, surrounding area, downtown, commercial areas, its attractions and amenities – secret shopping the area wearing the hat of a site selector, meeting planner, or business looking for a location for expansion/relocation. We don't believe anyone assisting the community can do an effective job without first getting to know your community and the area. This allows us to dig deeper – to really see, first hand, what living and working in your community is like.

Roger will look at activities, shopping and dining, as well as what is open during the evening hours. He will look at wayfinding, business mix, community gateways, pedestrian accessibility, business operating hours, retail signage and displays, streetscapes, gathering places, critical mass, attractions mix, recreational activities, visitor information, cultural activities, parking, facades

ATTACHMENT A

and beautification efforts, hidden gems, residential neighborhoods, business and industrial use, lodging facilities, and transportation, taking dozens of photographs.

Roger will compile the results and photographs of the on-site assessment into a Findings and Suggestions Workshop. This presentation showcases low-cost ideas, solutions, and things you can do today to make a difference tomorrow. Always fun, entertaining and informative, the two-hour workshop explains how to become a stronger destination.

Stakeholder interviews

While there, Roger will also meet with the Brand Development Committee and additional stakeholders in an interview format – as groups or individuals. The Brand Development Committee would create the list of people and/or organizations they think should be interviewed about the branding process. Other community leader interviews may also be conducted by teleconference, e-mail, or telephone. Typically this includes six to ten groups or individuals.

From this comes a comprehensive SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats). This tells us where you are today through the eyes of someone from the market area you are most hoping to pull from. It's the baseline we work from and the foundation of your brand.

Public presentations

While in the community, a kickoff public presentation, hosted by Roger Brooks, will educate the community about the branding process: why it's important, that it goes far beyond logos and tag lines, and its value for the area for generations. This is typically a two-hour workshop, and there's no one in North America that can get a community excited and enthused like Roger Brooks. Through a series of case histories, videos and

fascinating stories, the audience will understand the branding process. Roger is one of the world's top-rated speakers when it comes to the subject of place branding, tourism, product development, economic development, and marketing. He has keynoted at approximately 30 state Governor's Conference on Tourism, across Canada, and in Western Europe and is a top-notch motivator and educator.

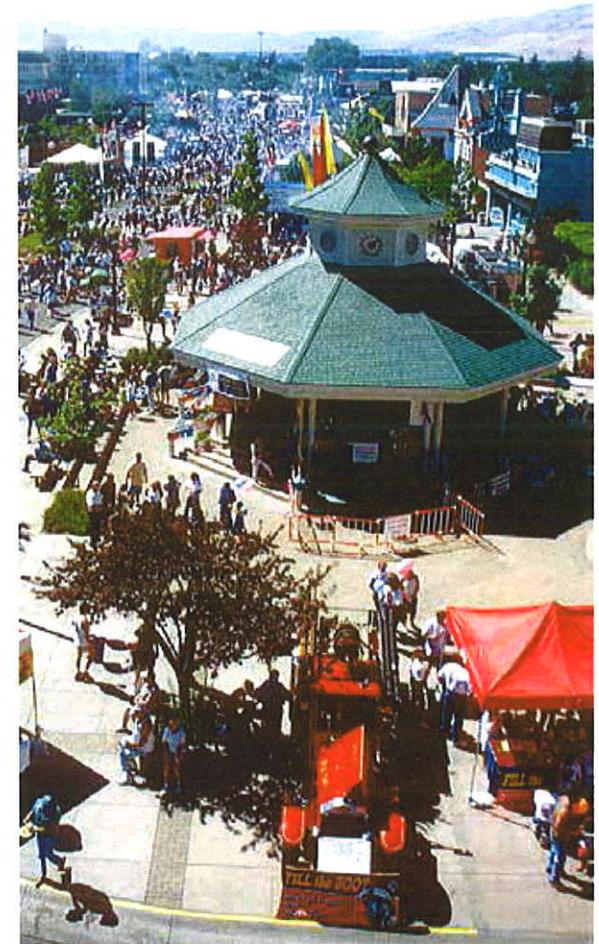
Roger will also present the Findings and Suggestions Workshop following the kickoff branding presentation. This fun and informative presentation is valuable for officials, city staff, economic development, tourism, business owners, and the entire community.

The workshops could be televised locally, recorded, and is a great way to kick off the public outreach effort. The press should be invited as well as all stakeholder organizations.

Meeting with the Brand Development Committee
While in the community, Roger will meet with members of the Brand Development Committee to seek input, answer questions, and to walk through the next steps and timelines.

Public outreach, questionnaire

During the presentation Roger will kick-off the public outreach effort asking members of the audience to answer nine questions about the community's branding effort, and then alerting all in attendance, including the press, about the online questionnaire, which will be available immediately after the workshop. This is the public's chance to weigh in. We are in the age of specialization – finding what truly sets the area apart. The questionnaire is placed online, and links to it should be publicized on local radio, television, in news publications, and on local websites – particularly the town's websites and the lead organizations' sites.



ATTACHMENT A

The goal is to have several hundred people take the questionnaire. This provides valuable insight, and even visitors to the area and those outside the area can weigh in. After all, it's good to hear what their perceptions of the community are and what it would take to get them to spend more time and money in the area, and most importantly, what it would take to have them interested in relocating, starting a business, or moving a business to the community.

The online questionnaire typically runs for three weeks, after which a survey-analysis is compiled and shared with the Brand Development Committee. The results of the questionnaire are very enlightening.

Step #3: Brand Focus Research - Weeks #7 through #10

RBI and the BDC will review the feedback from the questionnaires, compiling the results. During this process RBI (from the Seattle office) will facilitate video conference calls with the BDC where we can compare notes and help narrow the list of potential brand candidates. We will also review the questionnaire responses in terms of demographics, psychographics, and geographic locations.

Over the next month, The BDC, working with the RBI team, will review the feedback from the nine-question online and workshop questionnaires. This helps identify current perceptions of the community, challenges, opportunities, and what locals would like the community to be known for. There are four primary outcomes from the research process:

1. What current perceptions are of the community from both local residents and from outsiders – the markets you are hoping to attract. This is your baseline to work from. Often communities need “repositioning” or

“rebranding.”

2. Who the primary, secondary and tertiary markets are in terms of geographic areas, demographics, and lifestyle (or tapestry) segments.

3. What the community would like to be known for, specifically.

4. A SWOT analysis (strengths, weaknesses, opportunities & threats) as seen by local and area-wide residents, and in the primary and secondary markets. This would be combined with the interview process done earlier.

When it comes to a potential brand direction, input from the questionnaire is categorized into three primary categories:

1. A feeling
Often local residents will offer brand recommendations along the line of “home town feel,” or “friendly people,” “great atmosphere,” “good weather” and other ideas that evoke more of a feeling than a foundation built on product. These are not eliminated, but come into play with the look and feel of the brand and its messaging. Just remember that we’re looking for that one thing that really differentiates the community from everyone else. In the end the feeling will play a major role – after all, a brand is a perception – the feeling we have when the community is mentioned. But at this stage we’re looking for that point of differentiation. Just about every community claims to have friendly people, which is not a point of differentiation, but may come out as part of the feeling portrayed in the look and feel of the brand.

2. Complementary activities
Many respondents will include things the people you’re hoping to attract can already get or do closer

to home such as “great parks,” trail systems, good schools, nice downtown, rich history, and many others. These are not tossed aside, but are grouped with other “complementary activities” – to be marketed, for sure, but they are not the one unique selling proposition we are looking for at this point.

3. Brand candidates

This final group is typically a very short list of things that are truly unique to the area and have the possibility of being leveraged as the primary brand direction. Sometimes it’s a combination (or packaging) of complementary activities, with enhanced product, combined with the feeling or emotion tied to the community.

With this research as a foundation, combined with input from the BDC and stakeholder interviews, we have a solid local base to work from. In many cases communities need to create a “rebranding” or “repositioning” program as part of the branding and marketing effort.

Research will also include reviews of demographic information, reviews of previous plans and studies, tapestry studies, lodging tax revenue reports. The research element of the program is quite extensive. We look very closely at the following elements:

Current and past demographics including new trends in the community area.

- We look at income levels, race, age, educational attainment and many other factors
- We look at how well the area is retaining its youth
- We also look at visitor trends and visitation statistics – who you are currently attracting
- We look at business growth, business sectors, and relocations to and from the area
- From this we often find potential growth areas

Perception analysis

- We also research the perceptions people have of the community in the top three market areas you are hoping to attract to the area. After all, brands are perceptions. The best way to see where you are in terms of today's brand is to ask locals, visitors, and potential investors. The online survey will provide a window into what local residents think of the area they call home: what they think your brand is today.

Competitive analysis

- Brands are built on points of differentiation and as the list of potential brand candidates is identified, it's important to make sure those are not already "owned" by a competing community or area.

Tapestry and psychographic analysis

- This provides an excellent picture of the community's lifestyle trends – what motivates people to live and invest in the area. This also identifies the "core attributes" of "who you are" in terms of community residents.

- It will also tell us where people shop, what they read, where they travel to, and will identify development opportunities – or missing segments that can increase spending and development investment locally.

This research and input will provide a clear understanding of the current image, its challenges, its weaknesses, its assets, and its opportunities.

And this is just the beginning of the research phase. Next comes market identification and feasibility.

Market identification

The next step is to identify the primary and secondary markets you are working to attract. This includes business and industry sectors, visitors, and new

residents. Those markets will include geographic areas, demographics, and lifestyle groups. We look at seasonality, and how that can be leveraged in the branding process. This will result in an understanding of current and potential markets.

Bottom line

Of all the ideas that come from the public questionnaires, interviews, and demographic, psychographic, competitive, and tapestry research, which makes the most sense? All of the ideas and options are run through RBI's ten-point feasibility test. After all, we believe brands are built on feasibility, not just local sentiment. In fact, this is how you get past the politics of trying to be all things to all people, which no longer is effective.

Step #4: The Brand Feasibility Test

With the primary, secondary and tertiary markets identified and the feedback from the area complete, the final brand options will be run through the feasibility testing process. RBI's proprietary ten-point "Feasibility Test" narrows the focus down to two or three possible primary directions, and it ensures that the brand direction meets the goals identified in the research process. This is taking place WITH the Brand Development Committee, who is apprised of the process and weighs in – individually and as a group – as the research is taking place.

This is where past and current comprehensive and marketing plans are reviewed to make sure the final brand candidates don't conflict with other planning and marketing efforts. Instead, this effort includes a dovetailing of work already done or in process, creating a smooth transition towards your new brand direction.

The outcome is THE brand direction that will differentiate you from competing communities, will

be embraced by the community with an outreach effort, and will make you the destination of choice for investment, as a place to live, work and visit.

This is accomplished through video conferencing where we meet with the Brand Development Committee and review the results of the research, public outreach, competitive analysis and brand direction findings. This is where the final brand candidates are discussed and a "Brand Platform" is established.

Step #5: The Brand Leadership Team – Week #11

Now that the Brand Development Committee (BDC) has gone through this 11-week process, it's time to hand the reigns over to the Brand Leadership Team (BLT) – the group of champions who will be charged with implementing the Branding, Development & Marketing Action Plan. The entire branding effort rests on this group of people who will push the agenda forward.

The Brand Development Committee's work was to determine the brand direction. Now it's time to find the people who will LEAD the effort. It may be the very same group of people, or some may go and new "champions" added. One thing we discovered is that branding requires tireless champions who will never take no for an answer, will push the brand forward, and will sell it to the communities. In fact, without brand champions, 80 percent of branding efforts fail. This is another major area that differentiates the RBI team from all others.

The most successful brands are always championed by those with a vested interest in the brand. Why? Because their paycheck depends on it. For instance, if you want to be a gardening capital, the people who will champion it are those in the gardening industry: nurseries, landscape architects, landscape companies, outdoor living retailers, flower shops, garden clubs, etc.

ATTACHMENT A

If the brand makes you a vibrant cultural destination then the arts will play a big role in the brand and it will be important to include those “champions” into the branding process while still keeping the Team relatively small and flexible.

When you narrow your focus to a distinct, unique brand, not everyone will agree. The Brand Leadership Team will enthusiastically work hard to “sell” locals on the brand direction and what’s in it for them. They need to be 100% enthusiastically behind the brand direction. There may be folks on your Brand Development Committee who can “support” the brand, but aren’t that enthusiastically behind it. Perhaps this is where they step off and Brand Champions are added.

“Nothing great was ever achieved without enthusiasm” – Ralph Waldo Emerson

Step #6: Building the Action Plan – Week #12

At this point, to recap, you’ve:

- Put together your Brand Development Committee whose job it was to “develop” the brand direction.
- You’ve asked your locals – and visitors – for their input.
- You’ve educated them so they know that brands aren’t just skin deep but really represent the heart and soul of who you are as a community
- You’ve performed exhaustive research to make sure the brand is feasible and will be sustainable for generations.
- From all of this work you’ve determined the brand direction.
- And you’ve created a team of Brand Champions (your Brand Leadership Team) who will now work to lead the effort: developing the story, the look, feel, and product development portion of the brand.

THE ACTION PLAN

Here’s where it all comes together. Once the brand – finding your unique selling proposition – has been established with assistance from the Brand Development Committee, the Branding, Development & Marketing Action Plan, along with the Brand Graphics and Messaging Kit is developed. When it comes to the look and feel of the brand, this is developed IN the community, working hand in hand with the Brand Leadership Team (BLT). It’s so important that the brand come from within the community with Roger and his team work as your facilitator through the process. It’s not done in an office somewhere else and then plopped on you – it’s done WITH you. This is a MAJOR point of differentiation between the RBI team and other who will simply send it to you or show you completed concepts.

RBI’s senior staff will spend four days in the community to meet with the Brand Leadership Team (BLT) and to put the pieces together in terms of the product that will back up and reinforce the brand, funding, responsibilities by organization, the look and feel of the brand, and the marketing messaging. Armed with this information after a 14 to 16-week process, RBI spends an intensive four days in your town, working with local champions. These days are fluid, with our team of creative and branding experts on hand the entire time. Several workshop sessions with stakeholders are held, in which collaboration results in creatively developing your direction, brand story and brand promise. Ideas are explored in the light of the research and feasibility – all the while keeping in mind the economic development goals of the branding process.

The schedule for the week is fluid, and BLT members will be invited to join the RBI team throughout the week and will weigh in as RBI creates the plan and the brand graphics right there IN the community, with you.

No other company does this. We believe it’s important to develop this WITH you, not back in another office in another city somewhere. We actually set up a “design studio” in the community where all the pieces come together and the brand is crafted. Our Creative Director will do the design work while other members of the team work with the Brand Leadership Team on product development and marketing initiatives.

STEP #7: The Brand Story & The Action Plan – Week #12

While in the community, the BLT and RBI Brand Team will craft the brand story and Brand Promise – the paragraph that concisely depicts the brand: what you want the community to be known for and sets you apart from everyone else. This will be your “mission statement” for years to come, guiding future development, business recruitment, and community development efforts. The first day in the community is spent crafting this story.

The second day is dedicated to product development where RBI will begin drafting the Action Plan, including individualized recommendations, listed in chronological order and including:

- A description of the recommendation
- Who would be charged with implementation (All stakeholder organizations are partners)
- When it would be implemented
- The approximate cost of implementation
- Possible funding sources
- The rationale for making the recommendation

Product development includes downtown recommendations, perhaps recruitment of needed supporting businesses, niche brands (or sub-brands), seasonal considerations, and how the brand can work for economic development, community development

ATTACHMENT A

and tourism. Results from the On-site assessment process – the findings and suggestions – will be incorporated into the plan. It also includes identifying specific business opportunities. As an economic development brand, businesses should be able to invest into the brand, reinforcing your ownership position. After all, successfully branded communities OWN their niche. Think Nashville and country music, Napa Valley and wine, Las Vegas as the adult playground and entertainment capital.

While all of this work is taking place, RBI's Creative Director is on site creating concepts for a brand identity (logo), the look and feel of the brand in terms of photography or graphic-design imagery, and initial key marketing concepts.

While we don't expect to have the Brand Leadership Team working with us the entire four days, perhaps each day we'd meet for lunch. Others on the team can stop into our "design studio" any time and weigh in on the work we're doing. Likewise, we may call you or stop by your offices should we have questions. Sometimes we'll run out to a site, a downtown, or to a facility to take a second look at how it fits into the brand and/or what can be done to help make it a stronger component of the brand.

STEP #8: BrandGraphics – Week #12

The third day is spent crafting the marketing messaging from tag lines, to the look and feel of the brand. While many companies focus on the graphic design elements, the key marketing messages are actually far more important. The graphics back up and solidify ownership of what is shown in the graphics. This is why graphic design and ad agencies are not branding experts. What you say – your key marketing messages – and the product that backs it up – is far more critical than the look and feel of the brand. Make no mistake, all

four branding elements are important in fact, equally important:

1. The look and feel of your brand (graphic design)
2. Key marketing messages (tag lines, headers, body text, social media, etc.)
3. Product development (the activities, amenities and businesses that provide ownership of the brand)
4. Making sure it differentiates you from surrounding communities.

Creation of the Brand Graphics and Marketing Messaging Kit is always the "sexiest" part of branding, and perhaps the most fun. This is another reason why we do this WITH you, not just FOR you.

The Kit includes:

- Brand identity for the community (we will create three concepts, with two rounds of revisions for the chosen concept)
- Website home page and digital marketing concept
- Pole banners concepts
- Wayfinding signage concepts
- Print advertising (typically four to six) concepts
- Brand awareness posters concepts
- Bookmarks or other giveaway items to help promote the brand (concepts)
- Brand logo gear concepts
- Business cabinet (letterhead, envelope, label, business cards) concept
- Two to three brochure covers concepts
- Billboard design concept
- Marketing tag lines and key marketing messages

This is an amazing process that takes place with the Brand Leadership Team, in your community, where we work as a unified team on the messaging and how the brand will look and feel. This is also where we take the input from local residents (ideas that evoked a feeling and the complementary activities) and weave them into a unique image and messaging that fits ONLY your community.

For instance, St. Albert, Alberta became the "Botanic Arts City" – the gardening capital of Alberta. But the tagline, "Cultivate Life" weaves in a strong feeling and complementary activities, by using phrases including "Cultivate the Chef In You," "Cultivate the Artist in You," "Cultivate the Athlete in You," and others. You can see the look and feel of their brand in the concepts included at the back of this proposal.

In York, Pennsylvania, the brand revolves around being "The Industrial Art & Design Capital." The tagline "Creativity Unleashed" caters to young professionals in this industry and is used in key marketing messages such as "The burgeoning industrial art and design community here is attracting creative professionals from around the globe. What can we do to help you unleash your creativity in historic York?" The creativity can include culinary, fine art, graphic design – but with a foundation of industrial art and design.

There are many other examples included in the proposal for your review. Notice how each has a strong point of differentiation.

Public outreach, round #2

On the fourth day of the third visit (typically a Friday morning) a presentation to the community is held unveiling the brand direction – and often a BridgeBrand – how you market the community between now and when the product will actually be in place – if that's needed. After all, you never "roll out" a brand until you can deliver on the promise it represents. This often requires a "bridge" – what you tell the world between now and when the product is in place.

This is not "rolling out a brand" because a brand is a perception – it's earned. BUT this is an opportunity to educate the community on how it will be marketed, what the product is that backs it up, and how this will

ATTACHMENT A

benefit the community for generations. This can be a public workshop, or can be an invitation-only affair to include elected officials, stakeholders, businesses, and others who can help push the agenda forward and will play a role in the plan's implementation.

The presentation is, once again, hosted by Roger Brooks and typically takes an hour. After the presentation, audience members mingle with the Brand Leadership Team and are encouraged to help promote and develop the brand. The more champions you have on board, the easier it will be to implement.

The week concludes with a "Where do we go from here?" session with the Brand Leadership Team.

Selling the look and feel of the brand is the easiest and most effective way to showcase the brand direction to the community. While much of the Brand Graphics work will take place during the visit, they will be further refined and finished upon return to RBI's office.

Your brand identity, graphic images and key marketing messages must combine to instantly showcase the true essence of who you are and how you are differentiated from everyone else. You have to reach your target audience and not only capture their attention, but capture their hearts as well. RBI combines the best of creativity, collaboration, and experience to provide you with the brand graphics that will fulfill those expectations.

Step #9: The Branding, Product Development & Marketing Action Plan - Weeks #13 through #18

Upon returning to the office, RBI will write up the plan, which typically includes 20 to 40 different recommendations, and this will become the BLTs "Bible" for implementing the brand. Recommendations will

include when to implement each strategy, who should be responsible for implementing the recommendations, approximate cost and funding options, and the rationale for making the recommendation.

A draft copy of the Plan is sent to the BLT for review and input, and then a final plan is created and sent to the Team for immediate implementation.

"Branding is a team sport. After all, you're much more effective as one loud voice than a bunch of small, individual voices." -Roger Brooks

IMPLEMENTATION

Step #10: Make Something Happen

The best way to introduce a brand to the community is to make something visual happen. It might be the installation of new pole banners with the new brand-identity (logo), or new business cards, ads and marketing materials that have a different look and focus. Branding works best if people can get used to it over time. The branding plan includes detailed step-by-step instructions on what needs to be done to achieve incredible success.

Marketing recommendations will cover a two- to five-year period, and the product development recommendations could extend for ten or more years, depending on the chosen brand direction.

Step #11: Keep the Energy High - Ongoing

Once the RBI crew has headed back to home base, the Brand Leadership Team will be provided a 20-minute presentation that can be used to sell and showcase the brand direction to local organizations, councils, and boards to generate local buy-in. Continuity is key to

successful branding, and this is the best way to get local organizations, businesses, residents, and clubs working together.

RBI will present a follow-up video-conference with the BLT to review the presentation and educate the committee on how to use it most effectively.

The RBI team will be available, for six months, to answer questions, participate in conference calls to help keep the Brand Leadership Team pumped up and moving forward. Roger Brooks, a master motivator, will be available to make sure things get off to a great start.

Step #12: Tell the World

Once the product is in place, based on the recommendations from the Branding Plan, it will be time to tell the world what you are about, using the marketing initiatives within the Plan.

Step #13: Revisit the Plan often

It is very helpful to revisit the Branding Plan every three months. Remember, this is your to-do list. As recommendations are implemented, new ideas may emerge, measurables may point out additional areas of focus, and they can be added so the plan remains a "living document."

ATTACHMENT A

FINAL DELIVERABLES include:

- The Branding, Product Development & Marketing Action Plan
 - The brand story and promise
 - Key marketing messages including taglines
 - Product development recommendations that will bring the brand to life, will give it substance, and will provide new business and investment opportunities
 - Brand implementation recommendations, including BridgeBrand marketing
 - Outreach strategy and timelines for use of promotional materials
 - Marketing strategies and planning
 - Measurables and accountability
 - A full BrandGraphics & Messaging Kit that includes concepts for:
 - Website home page
 - Rack brochure cover
 - Print ads and fliers
 - Business cabinet
 - Billboard displays
 - Pole banners
 - Wayfinding signage
 - The final brand identity (final art in one color, two color and full color)
 - A PowerPoint/Apple Keynote brand presentation
 - BrandGraphics on CD with native Adobe InDesign files and vector art for the brand identity and marketing concepts.

The community's lead organization will own the rights to the final brand identity.

The culmination of this process will be the creation of a unique and powerful brand for the your community, which will

- Engage the community

- Increase community pride and awareness of new opportunities
 - Lead to more economic development opportunities and stronger business growth
 - Increase the population and
 - Enhance and increase tourism spending.

It will provide a robust vision for the future, helping to direct future town and community efforts. And it will help bring people and organizations in the community together, to work for a common goal and purpose: making your community a more enjoyable and thriving place for residents, businesses, and visitors.

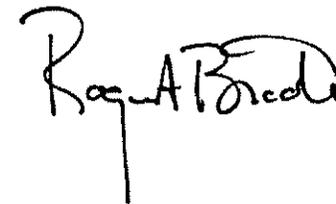
FINAL NOTES:

• Roger Brooks and his team are not a production house that brags about branding more communities than any other company. In fact, Roger is THE lead expert on developing your brand and he only does six of these projects a year. This way you have the undivided attention of the RBI team during the process.

• We keep in touch with our branding clients long after the plan has been completed. We forge long-term friendships and really take pride in your success knowing we were there to help facilitate it.

• There is no one better at getting ALL of your various organizations on the same page pulling in the same direction with you than Roger Brooks. Motivation and enthusiasm are two of the most powerful influences in developing a winning brand.

We look forward to the opportunity of working with you!



Roger A Brooks
CEO, Roger Brooks International, Inc.

ATTACHMENT A

Other RBI Services

Speaking Engagements & Webinars

“Motivating, engaging, empowering and with real substance. What a way to kick off a conference!”

Internationally renowned Roger Brooks has been the top-rated keynote speaker at every conference at which he’s spoken for the better part of the last decade. His dynamic, enthusiastic style leaves audiences excited and energized, ready to take what they’ve just learned and immediately put it to use.

Over the past 30 years Roger has changed the lives of tens of thousands of people by helping make the places they call home better places to live, work and play. Using humorous, and occasionally heart-wrenching, real-life stories illustrated through photographs and video clips, Roger inspires and ignites audiences, giving them the practical steps they need to take action the moment they arrive back home.

Roger specializes in:

- Motivating audiences to make a difference in their communities
- Place branding
- Wayfinding systems
- Marketing
- Helping people change the world around them
- Hospitality and tourism
- Destination development
- Branding (personal, place, business)
- Downtown Revitalization
- Economic development
- Helping different community organizations work together to achieve a common goal

Community Assessments

One of the most powerful features of Roger Brooks International (RBI) Assessment Program is its fresh, objective viewpoint – it is a thorough review of your community through the eyes of a first-time visitor.

Tens of thousands of people come into communities for the first time each year. They’re considering sites for business and industry or they’re assessing whether this is a place where they’d like to live, work or visit. What are their perceptions? What do they see and what do they miss? Are marketing efforts doing all they can to “close the sale?” Are businesses missing chances to pull people in the door? What opportunities are passing you by?

Vibrant communities that offer great quality of life for their residents, a thriving business climate, and visitor appeal don’t just happen by themselves. They need careful planning based on an honest, objective foundation.

RBI’s Assessment is a photographic look at your community. It starts with a review of your marketing efforts and materials. This is followed by a multi-day, on-site visit scrutinizing what your community has to offer, from beautification, business mix, attractions, amenities, gateways, wayfinding, and more. We review 60 aspects of your community. The visit concludes with the popular Findings and Suggestions Workshop, where Roger presents ideas and suggestions on how to address each challenge uncovered during the assessment, and you’ll come away energized to start making improvements immediately. RBI follows up the visit with a Findings and Suggestions report.

More than 750 communities throughout North America have hired RBI to complete Assessments – RBI’s most popular program – because they want to become

outstanding destinations. They know they’re missing vital opportunities, but on their own they “can’t see the forest for the trees.”

Nothing is more empowering than having someone from the outside appraise your community through fresh eyes and provide you with innovative, inexpensive solutions that can make a profound, positive impact on your bottom line.

Customers have enthusiastically said they’ve received more benefit from RBI’s Assessment than any other plan they’ve ever commissioned.

For more information and to see a video of Roger Brooks in action, assessing a community, visit www.rogerbrooksinternational.com/community-assessment/

Brand Style Guide Development

The Brand Style Guide (Graphics Standards and Practices Guide) contains graphic design standards for logo identity and slogan use, guidelines for website page layout and the production of printed sales and marketing materials, as well as the proper use of key marketing, advertising, and promotion messages.

Continuity and consistency are critical when developing a strong branding program that can create top-of-mind awareness. The logo and branding design should give the your community an easily recognizable identity – a symbol and message that represents the community and the experiences it has to offer. Whenever the logo is used, it should bring to mind consistent images of the community and what it stands for.

Repetition helps reinforce the viewer’s perception, but consistency is the only way to ensure logo and brand

ATTACHMENT A

recognition. That is why the Style Guide is a highly detailed document, providing specific instructions on how to use the graphics.

Organizations that market your community need to do so with consistency in the look and feel of their marketing. The Style Guide will provide the necessary guidelines for how the brand concept should be promoted, defining the characteristics of recommended photography, layouts, and the look and feel of the marketing pieces and messages to accurately and consistently portray the image of the community. In addition to proper use of the graphic identities, examples of wrong usage of the logo will be defined.

Overseeing proper use of the graphic identity and conveying the proper messaging of the brand through the photography, images, and styles used is critical to maintaining the brand identity. The Style Guide will provide the official guidance for how to use the graphic identity and maintain the consistent messaging that is so vital for a successful brand. Using the brand promise, brand identity, taglines and marketing messages created during the Brand Camp week, the RBI team would develop a comprehensive Brand Style Guide, which would include:

- Brand identity and variations including logos, tag lines and key marketing messages.
- Brand identity usage guidelines: clear space, color usage, improper uses, proper uses, brand fonts and colors.
- Business cabinet
- Printed marketing materials guidelines: The grid system, advertising concepts, marketing materials.
- Electronic media: Website home page and interior page concepts.

- Environmental graphics: Wayfinding concepts, pole banners.
- Sample Brand Style Guide usage agreement.

Wayfinding & Signage System Design

RBI's Wayfinding programs help you boost community revenues by increasing traffic to desired destinations. They answer three key questions as you guide visitors through your environment with effective signage and visual clues:

Where am I?

- Announce the community through branded gateways at city or district entrances
- Repeat the brand in graphics on all community signage
- Provide area information with strategically placed kiosks or information centers

How can I get to my destination?

- Use well-placed vehicular and pedestrian directional signage
- Keep signs short and legible
- Consider traffic speed, sight lines, decision points, code restrictions and other factors from RBI's criteria

What's here that interests me?

- Use visually obvious information centers such as kiosks or welcome centers
- Display area maps along with even promotions, brochures, transit schedules and a list of local attractions.

All-Access Pass to the Roger Brooks' Video Library

Branding, Tourism, Downtowns, Marketing – Video Library and Printed Guides

With RBI's All-Access Pass to the Destination Library, you can have a full year's unlimited access to amazing video content and printed guides to help you achieve success with your community branding, downtown development, tourism and marketing efforts.

This library of high-definition streaming videos presented by Roger Brooks is growing every month. It already includes ten powerful, educational and entertaining videos about creating outstanding downtowns, marketing, branding, wayfinding, and more.

More videos, supporting PDF tools and resources are added every month, so there will always be something new to help you reach your goals. The videos are professionally produced in high definition format, so they can be viewed on a computer screen or broadcast on a large screen for local meetings.

ATTACHMENT A

ATTACHMENT A

The Team



Roger Brooks
President & CEO
Team Lead

Roger has assisted nearly 1,000 communities with branding, tourism, downtown development and marketing. Founder of award-winning Roger Brooks International, formerly Destination Development International, Roger is the author of the book "Your Town: A Destination," which highlights lessons he's learned over the past 30 years, including (from personal experience) the need for free public restrooms.

Roger is one of the most recognized and frequently quoted experts in the field – a field he's broadened to include almost everything that makes a city, town, province or state a better place to live, work or play.

Roger inspires and ignites audiences. He is dynamic. He's also very funny, combining humorous video clips, fascinating stories and real-life examples. His practical approach, which gives audiences the steps, rules and ingredients they can use to make an immediate difference, has made him one of the industry's most popular keynote speakers worldwide.

He began his career in the concert industry before being recruited to help brand and market several popular destination resorts, including Harbour Town on Hilton Head Island, South Carolina; and Whistler Resort in British Columbia, site of the 2010 Winter Olympics. Over the years, he and RBI have recruited more than \$2.8 billion in new tourism development projects in more than 45 states, across Canada and in Europe.

Roger's energetic presentations leave local champions filled with innovative ideas and confident in their ability to pull people together and cut through local politics. Years later, they often check back to tell him that they rode his enthusiasm all the way to success.



Greg Forsell
Creative Director

As Creative Director, Greg oversees all of the design work produced at RBI. He has been in this position since early 2009. Prior to joining RBI, Greg ran his own award-winning design company in Bellevue, Washington for eight years. With more than 20 years of experience in corporate and agency design, he is passionate about both classic and innovative design. His attention to detail and wealth of experience with all types of production make RBI's creative work unparalleled.

Greg loves seeing communities take the RBI plans and jump fully into the process. "I'm just thrilled with the enthusiasm and pride with which cities have carried out our designs and strategic plans. Hearing all of their success stories makes my job very rewarding!"

A graduate of Washington State University, he is a proud Cougar and loves the spirited rivalry with all the Husky supporters at RBI. Greg's crimson blood runs deep. In fact his oldest daughter just graduated from WSU increasing his family's Cougar graduate total to six!

Greg is married and has 4 kids to go with his wife Dori's 3 kids. Needless to say, he stays plenty busy.

ATTACHMENT A



Becky Durkin
Roger's Executive Assistant
Customer Services Manager

Becky has been Roger's executive assistant since 2001, and in that time has taken on the role of client relations manager and director of sales. She especially enjoys interacting with on-going and potential clients. She is always available to assist in determining the best RBI program, from one-day workshops to Opportunity Assessments or Destination BrandCamps. Becky is delighted to have gained many new friends through RBI, from Washington State to Sweden—and dozens of states and provinces in between.

Becky was raised in Ketchikan, Alaska where she met her husband, Rick, a commercial seine fisherman. Becky is celebrating 15 years of freedom from ovarian cancer. She has two children, Jeff and Kenzie, both born post chemotherapy.

Becky's favorite hobbies are playing with her dogs, Scuppers and Scuttles, and writing projects. She has been published in the book, *Suffer The Women*, which contains harrowing tales of triumph over adversity. She has also enjoyed professional interest in her memoir, *The Reluctant Alaskan*, which highlights the hilarity, heartache, and humor of a girl who was never comfortable in rain gear and rubber boots, and the rigors of having a serious illness when marooned on an Alaskan island. She hopes to finish this story soon.



Jane Brooks
Vice President
Writing, Editing, Research, Contracts

Jane brought her expertise in writing, research, communications and finance to Roger Brooks International more than twenty years ago. She has a passion for economic development, particularly for small communities, and enjoys seeing how RBI's efforts can make such a difference. As RBI's writing director, Jane is responsible for putting the brilliant ideas of the team down on paper. She also handles much of the research and development of the plans and reports produced by RBI, frequently traveling with Roger on assignments.

Jane has managed successful marketing programs over the years, including a \$2 million advertising program for a major Northwest destination resort, a program for a large county in Washington State, as well as others. Before joining Roger and the team at RBI, Jane enjoyed many years in mortgage banking and bank operations, but her primary love has always been writing.

Jane is in the process of editing her first novel, a paranormal thriller, and hopes to find a publisher in the near future. She also enjoys writing short stories and poetry for special occasions.

With three full-grown children and three grandchildren, Jane is kept happily busy in her free time. She also enjoys running – recently completing the Walt Disney World Princess Half-Marathon in Orlando with her daughter Claire. Travel is another favorite activity – whether for business or pleasure. Scuba diving in the Caribbean, sipping wine in Italy, walking through archaeological digs in Israel, swimming off the shores of Crete, catching the tube in London, and watching the snowfall in Stockholm's Gamla Stan, have all given Jane some of her best memories and lessons for successful destinations in her work with communities.



Jordan Pogue
Director of Business Development

Jordan has reached the two-year mark with RBI and absolutely loves it. He brings experience in project management and event coordination. As Director of Business Development,

Jordan brings innovation to RBI's product offerings and coordinates online sales, products, and services, as well as the BrandCamp program. He is willing to tackle any assignment while always striving for excellence. His positive attitude fits right in with the RBI team.

Jordan's passion for everything international has grown since his two-year mission trip to Central Mexico. His passion also came from his previous work in serving international college students that come to study in the U.S. and the great friendships that came because of it. He loves connecting with people from all over the world. His education is in International Studies and he plans on furthering his studies in International Business. Jordan is excited to help communities around the world achieve their outstanding destination potential.

Jordan likes traveling, snowboarding, movies, acting like he knows how to play the guitar and playing/watching pretty much any sport.

Jordan recently got married to his best friend Ashlee. Life is exciting!

ATTACHMENT A



Claire Frank
Research, Writing, Editing

Claire brought her experience in marketing, research, writing and communications to RBI in 2004. Since then, she's enjoyed flexing her creative muscle – finding solutions for communities, following trends, and helping write everything from client plans to newsletter articles to marketing materials. A natural communicator, Claire enjoys both the solitude of writing and the interaction of public speaking. She is particularly excited about expanding the educational offerings at RBI, including teaching the Color Code seminars.

By day Claire juggles her role as busy mom to three young children, David, Grayson and Ella. She and her husband David enjoy an active life together – family bike rides and movie nights with lots of popcorn being particular favorites. Claire also enjoys reading, traveling, running and triathlons, and spending time with friends and family. In what little spare time she has left, Claire writes fiction and, like so many other aspiring writers, hopes to finish her novel. She also enjoys writing nonfiction, particularly musings on matters of faith and parenting.



Todd Mayfield
Wayfinding Systems Expert,
Brand Graphics

Todd Mayfield is our senior wayfinding specialist. He works out of the Florida design office. Todd has over 28 years of community wayfinding, brand development, advertising and print graphics experience, Todd has earned numerous awards for design excellence and profound respect among his constituents. He is also an accomplished fine artist and illustrator. His work has been featured in national publications and books such as *Print, Signs of the Times* and *American Corporate Identity*.

During his career, Todd has developed wayfinding programs for Moses Lake, WA; Rock Springs, WY; Bothell, WA; Russian River, CA; Carlsbad, NM; Gatlinburg, TN; Stockton, CA; Vulcan, Alberta; and Barrie, Ontario.

As a long standing member in the Society for Environmental Graphic Designers, Todd has contributed in the development wayfinding standards through participation in collaborative forums and industry conferences. He has developed wayfinding process standards for Destination Development, The Douglas Group (Washington DC), Farrington Design Group (Atlanta), Ambrosi Associates (Chicago) and Media Five LTD (Hawaii).

Prior to joining the RBI team, Todd was the Creative Director for Nth Degree in Georgia where he provided design direction for large events and trade shows. While there, he designed audience acquisition campaigns and event graphics for high-profile companies such as Qualcomm, Intel, Kyocera, Hot Jobs, Mohawk and Pfizer.

Previously, he served as the Design Director for the Douglas Group in Washington, DC. where he headed branding, wayfinding and interpretive projects for clients such as the US Capitol, the US National Arboretum, the City of Rockville (MD), Silver Spring, MD, the Ronald Reagan Building, Marriott Hotels and Ritz-Carlton.

In Chicago, Todd was a senior designer for Ambrosi & Associates. His projects included in-store and point-of-sale graphics for Sears, Jacobsons, Walgreens and Herbingers. He also provided brand development and wayfinding for two shopping malls owned by General Growth Properties.

In Hawaii, he worked for a large international architectural and interior design firm called Media Five, Ltd. He was the lead designer for their graphic design team which specialized in creative services for the hospitality industry. His projects included branding and wayfinding for large hotels, resorts and communities such as the historic Royal Hawaiian Hotel in Waikiki, the Kapalua Beach Hotel in Maui and the Kapolei development.

Shortly after college, Todd went to work for a sign fabricator in Colorado. Although his role was to design sign programs and detail shop drawings, he quickly learned the art of sign writing. He often jumped in to help hand-letter signs and vehicles. Later, he opened his own sign shop where he specialized in custom wood, painted and illuminated signs.

He graduated from the University of Hawaii with Fine Arts degree in design.

ATTACHMENT A



Lanie McMullin
Performing Arts and Public
Assembly Spaces Expert, Arts
Programs

Lanie McMullin is currently the Executive Director of the Performing Arts Center and the Economic

Development program for the City of Everett, Washington. Believing the best economic development strategy is to make a memorable city where today's workforce is clamoring to live, she has championed gathering spaces, festivals and events, parks and plazas. Lanie assists the RBI team in working with communities looking to develop, redevelop, or operate public assembly spaces.

Lanie is a much sought after keynote speaker throughout the U.S. and Canada on the role of the arts in economic revitalization, components of a memorable community, and the do's and don'ts of community change. As a consultant, she has played a role in the feasibility, construction, or business operations of over 50 performing arts centers across the country.



Dexter Kohl
Research, Writing, International
Tourism Expert

Dexter Koehl is a 45-year tourism veteran with extraordinarily broad experience across all segments of the US travel industry, working with travel

destinations, all categories of suppliers, and the media from more than 40 countries around the world. His special strengths are in strategic planning, business opportunity development, writing, marketing and communications.

Before joining the US Travel Association in 1992 he spent nearly 26 years in the travel industry in senior level strategic planning, marketing and communications positions with Carlson Companies in Minnesota, Hershey Entertainment & Resort Company in Pennsylvania, Swafford & Company Advertising in California, Sea Pines Company in South Carolina and Puerto Rico, and American Airlines in New York City.

Since Dexter's retirement in 2007 he served as Executive Director of the US Travel Association Foundation and as consultant to the new Destination & Travel Foundation (former US Travel Association Foundation) developing major US tourism programs in education, research and awareness. He has been responsible for the launch of the Foundation's national on-line and classroom program for Junior Achievement Worldwide for educating high school and junior high students for careers in travel, tourism and hospitality. He has been instrumental in the launch of international projects for the UN World Tourism Organization and the International Executive Service Corps.

Dexter and his wife Mary Louise live in Huntersville, North Carolina.

RBI Background

We are a nimble boutique company that concentrates on quality, not quantity. We eat, live and breathe each project we accept, and we're fortunate to be able to choose the clients we work with – people that will really make something happen, creating a world-class, outstanding destination experience.

A SAMPLING OF RECENT CLIENTS

City of Barrie, Ontario

RBI worked with the Downtown Barrie Business Association to develop their Branding, Product Development and Marketing Action Plan.

Burlington, North Carolina

RBI performed a community assessment of the Burlington region.

Kenora, Ontario

RBI worked with Kenora to develop their Branding, Development, and Marketing Action Plan.

Walnut Creek, California

RBI worked with the Walnut Creek Downtown Association to develop their Branding, Development and Marketing Action Plan.

El Dorado, Arkansas

RBI worked with El Dorado to help create a Branding, Product Development and Marketing Action Plan; Wayfinding System Design

Travel Alberta--Canadian Rockies

RBI has worked with Travel Alberta providing BrandCamp Programs for groups of communities to assist them with developing their brands.

Alpena, Michigan CVB

RBI has worked with Alpena to do a BrandCamp Program and create a Branding, Development & Marketing Action Plan.

City of Mt. Vernon, Illinois

RBI has worked with Mt. Vernon to do a BrandCamp Program: Branding, Development & Marketing Action Plan facilitation.

Nova Scotia Tourism, Heritage & Culture

Assessment process – RBI has worked with the Department of Tourism, Heritage & Culture over the past six years to assess the various regions throughout the province, providing them with recommendations for product and marketing.

City of Edmonton, Alberta

Population 1.2 million. Working with numerous business revitalization zones within downtown Edmonton with their branding efforts.

Meadowlands & Cape May, New Jersey

Under the direction of Main Street New Jersey - work with small communities for product development and marketing; speaking engagements and workshops.

Bracebridge, Ontario – Branding, Product Development & Marketing Action Plan; Wayfinding System Design

ATTACHMENT A

A PARTIAL CLIENT ROSTER

UNITED STATES

ALABAMA

- Alabama Bureau of Tourism & Travel
- Huntsville

ALASKA

- Island of Adak

ARIZONA

- City of Kingman
- Best Western International
- Arizona Planning Association

ARKANSAS

- Arkansas Department of Parks & Tourism
- El Dorado
- Arkansas Main Street

CALIFORNIA

- California Economic Development (CALED)
- California Downtown Association
- Siskiyou County
- San Diego County
- Borrego Springs
- Yosemite/Sierra Visitors Bureau
- Lake County & its Communities
- Mt. Shasta
- Fallbrook
- University of California, Chico
- City of Stockton
- Oxnard (City and CVB)
- City of Pittsburg
- Manteca CVB
- City of Benicia
- Turlock Downtown Property Owners

- Calaveras Visitors Bureau
- City of Atascadero
- City of Blythe
- City of Brea
- Central Coast Wine Country
- City of Stockton
- City of Turlock
- Yosemite National Park
- Vacaville CVB
- Downtown Walnut Creek

COLORADO

- Copper Mountain Resort
- Boulder Downtown

DISTRICT OF COLUMBIA

- Environmental Protection Agency (Super Fund)
- United States Dept. of Agriculture
- National Extension Tourism Conference

FLORIDA

- St. John's City
- Visit Florida

GEORGIA

- Keep Georgia Beautiful
- Augusta CVB
- McDuffie County/Thomson

IDAHO

- Division of Tourism Development
- Yellowstone/Teton Territory
- Teton Valley Chamber of Commerce
- Lewiston, Idaho (port, city, chamber)
- Communities of Kellogg & Wallace
- City of St. Maries
- North Idaho Tourism

ILLINOIS

- Illinois Bureau of Tourism
- City of Ottawa
- City of Mt. Vernon

INDIANA

- Indiana Office of Tourism Development
- Resort Condominiums International
- Porter County CVB
- Porter County
- City of Valparaiso
- Marion
- Lafayette/W. Lafayette
- Vincennes
- French Lick/Orange County
- Vevay
- Shipshewana
- Madison Main Street

IOWA

- Iowa Division of Tourism
- Storm Lake
- Decorah
- Western Iowa Tourism

KENTUCKY

- Kentucky Travel Industry Association
- London/Laurel County Tourism Commission
- Logan County Tourist Commission
- City of Lebanon
- Kentucky League of Cities
- City of Manchester
- Oldham County

LOUISIANA

- City of New Orleans
- Louisiana Tourism Promotion Agency

ATTACHMENT A

MAINE

- Aroostook County Partnership

MASSACHUSETTS

- Pioneer Valley Planning Commission
- Jacob's Ladder Scenic Byway

MICHIGAN

- Michigan Economic Development
- Battle Creek CVB
- Marshall/Calhoun County
- Alpena
- West Branch

MINNESOTA

- Lake Pepin Tourism
- Lake City
- Rushford

MISSOURI

- Missouri Division of Tourism

MONTANA

- Travel Montana
- Montana Promotion Division, Dept. Commerce
- Big Sky
- Libby/Lincoln County
- Helena Business Improvement District
- City of Helena

NEBRASKA

- Nebraska Travel & Tourism
- North Platte

NEVADA

- Nevada Commission on Tourism
- Fallon CVB
- Hawthorne/Mineral County
- Pioneer Territory

- Elko CVB
- Clear Creek Learning Center, Carson City
- Winnemucca CVB
- City of Wells
- Carson City
- Assessments for 40 rural communities in Nevada
- City of Sparks
- North Lake Tahoe
- Town of Pioche

NEW HAMPSHIRE

- Office of Travel & Tourism Development
- Coos County and its 9 Communities

NEW JERSEY

- Main Street New Jersey
- Cape May
- Millville
- Highland Park
- Montclair Center Improvement District
- Somerville Downtown Alliance
- Vineland Main Street
- Westfield Downtown

NEW MEXICO

- New Mexico Dept. of Tourism
- New Mexico Clean & Beautiful
- Los Alamos

NEW YORK

- Chautauqua County CVB (7 Communities)
- Cattaraugus County (6 Communities)
- Seneca Nation of Indians

NORTH CAROLINA

- Asheville CVB
- Downtown Raleigh Alliance
- Burlington

NORTH DAKOTA

- North Dakota Tourism Division

OKLAHOMA

- Muskogee Chamber of Commerce

OREGON

- Economic Development for Central Oregon
- Baker City/County
- Sunriver Resort
- Pacific Inns, LLC, Portland
- City of Forest Grove
- Port of Tillamook Bay
- Pendleton Chamber of Commerce
- Lincoln City
- Oregon Main St.

PENNSYLVANIA

- Downtown York/CVB/City
- Pennsylvania Route 6 Heritage Corp.
- Pennsylvania Association of CVBs
- Venture Litz
- DuBois County
- City of Franklin

RHODE ISLAND

- South County CVB

SOUTH CAROLINA

- Harbour Town, Hilton Head Island
- Palmetto Pride
- South Carolina Parks & Tourism

SOUTH DAKOTA

- Rapid City CVB
- Aberdeen
- Black Hills Tourism Association

TENNESSEE

- NE Tennessee Tourism Association
- Town of Jonesborough
- Gatlinburg Dept. of Tourism
- Keep Sevier Beautiful, Sevier County
- Town of Dandridge
- City of Gatlinburg

TEXAS

- Texas Travel Industry Association, Austin
- Texas Municipal League
- Keep Texas Beautiful
- Texas Association of CVBs
- Huntsville/Walker County CVB
- Lake Conroe Area CVB
- Beaumont CVB
- City of ARBison
- Lake Padre at Corpus Christi
- City of Round Rock
- City of Marshall
- City of Salado
- League City

UTAH

- Utah State Trust Lands, State of Utah
- Young Living Heritage Park
- Adventure Resorts, Salt Lake City

WASHINGTON

- Washington State Tourism
- Washington Association of Cities
- City of Seattle
- Quinault Indian Nation, Taholah
- City of Blaine
- Washington Dept. of Trade and Economic Dev.
- City of Ocean Shores

- City of Long Beach
- Grays Harbor Tourism
- Quinault Beach Resort
- Port of Grays Harbor
- Olympia/Thurston County VCB
- City of Gig Harbor
- City of Oak Harbor
- City of Enumclaw
- Klickitat County
- Clarkston (Port, City, Chamber)
- Okanogan County
- City of Ellensburg
- Intercity Transit, Olympia
- Windjammer Resort, Ocean Shores
- City of Lynnwood
- Snohomish County
- City of Snoqualmie
- City of Moses Lake
- City of Monroe
- City of Bothell
- City of Kent
- City of Cheney

WISCONSIN

- Wisconsin Dept. of Tourism
- Fox Cities CVB, (15 Communities)
- Green Lake
- Wisconsin Dells CVB
- Wausau Downtown
- Door County
- Manitowish Waters

WYOMING

- City of Kemmerer
- City of Rock Springs

- City of Rawlins
- Wyoming Travel & Tourism

CANADA

ALBERTA

- Community Futures, SW Alberta
- City of St. Albert
- Nine Communities in SW Alberta
- Camrose Regional Exhibition
- Vulcan
- Waterton National Park
- City of Camrose
- Canmore
- Vermilion
- Town of Devon
- Old Strathcona
- Kingsway
- City of Leduc

BRITISH COLUMBIA

- Whistler Resort
- Dawson Creek Chamber of Commerce
- Boundary Area (Grand Fork)
- Ashcroft
- Comox Valley Economic Development
- Community Futures, Central Kootenay
- Alberni Valley Chamber of Commerce
- Nelson, Kootenay Rockies

NEWFOUNDLAND & LABRADOR

- Tourism Atlantic
- Newfoundland & Labrador Tourism, Culture and Recreation
- Burin Peninsula
- Gros Morne National Park region

NEW BRUNSWICK

- Travel Industry Association of New Brunswick
- Edmundston
- Miramichi

NOVA SCOTIA

- Nova Scotia Tourism, Culture & Heritage
- Northumberland Coast Region
- Annapolis/Digby Shore Region
- Cabot Trail Tourism Association
- Bluenose Coast Tourism
- Ceilidh Trail
- Destination Eastern & Northumberland Shores
- Destination Southwest Nova

ONTARIO

- Festival & Events Ontario
- Ontario Marine Operators Assn.
- Collingwood
- Grey-Bruce Peninsula Communities
- Barrie
- Bracebridge
- Bruce County
- Kincardine
- Lion's Head
- Teeswater
- Port Elgin
- Huron Kinloss
- Mildmay
- Tobermory
- Wiarton

PRINCE EDWARD ISLAND

- Tourism Industry Association of PEI

SASKATCHEWAN

- Prince Albert National Park and Communities

QUEBEC

- Mont Tremblant Resort

EUROPE

- Island of Crete, Greece
- Central Sweden Tourism
- Jamtland Harjedalen Turism, Sweden
- Northern Ireland Tourist Board
- Helsingborg, Sweden

ATTACHMENT A

Exhibit A
SCOPE OF WORK
Branding, Product Development & Marketing Action Plan
City of Lake Stevens

The development of the Branding Program for the City of Lake Stevens, Washington will include a collaborative process. The Branding Process is comprised of the following 13 steps, and the first nine of them are the Scope of Work for RBI.

Step #1: The Brand Development Team

The branding process begins with the organization of a local Brand Development Team (BDT), assembled by the City of Lake Stevens, with assistance from RBI. This is the group of stakeholders who will take the lead in finding and developing the brand direction. Typically this team is made up of no more than 13 people.

Step #2: Assessment, Education and Outreach

THE ASSESSMENT PROCESS

Marketing Assessment

Over several weeks the RBI team will review and assess the marketing efforts of your various organizations, the individual cities, the county, and your major employers. This includes thorough reviews of your websites, digital marketing efforts including social media and digital advertising, local outreach efforts, publicity and public relations efforts, brochures and printed marketing materials, broadcast and outdoor advertising, etc. The team will also conduct a “reputation analysis” – seeing what is being said about the City of Lake Stevens area in the major market areas. We look at marketing plans, comprehensive plans and product development initiatives.

On-site assessment

Roger and his team will also spend nearly a week at Lake Stevens getting to know its neighborhoods, downtown, commercial areas, its attractions and amenities – secret shopping the area wearing the hat of a site selector, visitor, meeting planner, or business looking for a location for expansion/relocation.

Stakeholder interviews

During this visit an RBI team member will meet with the Brand Development Team and additional stakeholders in an interview format – as groups or individuals. The Brand Development Team will create the list of people and/or organizations they think should be interviewed about the branding process. Other community leader interviews may also be conducted by teleconference, e-mail, or telephone. This will include six to ten groups or individuals.

Based on the information gathered, RBI will develop a comprehensive SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats). This provides an image of the area today through the eyes of someone from the market area you are most hoping to pull from. It's the baseline RBI works from and the foundation of the brand.

Public presentation

During this visit, in addition to the Assessment Findings & Suggestions presentation, Roger Brooks will present The Art of Branding as a kickoff to educate the communities about the branding process: why it's important, that it goes far beyond logos and tag lines, and its value for the area for generations. This is typically a four-hour workshop.

The workshop could be televised locally, recorded, and is a great way to kick off the public outreach effort. The press should be invited as well as all stakeholder organizations.

Meeting with the Brand Development Team

While in the City of Lake Stevens, Roger will meet with members of the Brand Leadership Team to seek input, answer questions, and to walk through the next steps and timelines.

Public outreach, questionnaire

During the presentation Roger will kick-off the public outreach effort asking members of the audience to answer nine questions about the City of Lake Stevens branding effort, and then alerting all in attendance, including the press, about the online questionnaire, which will be available immediately after the workshop.

The online questionnaire is the public's chance to provide input. The BDT will place the link to the questionnaire on their websites as appropriate, which they should

publicize on local radio, television, in news publications, and on local websites – particularly the cities' websites and the lead organizations' sites.

The goal will be to have several thousand people take the questionnaire. This provides valuable insight, and even visitors to the area and those outside the area can weigh in. After all, it's good to hear what their perceptions of Lake Stevens are and what it would take to get them to spend more time and money in the area, and most importantly, what it would take to have them interested in relocating, starting a business, or moving a business to Lake Stevens.

The on-line questionnaire typically runs for three weeks, after which a survey-analysis is compiled and shared with the Brand Development Team.

Step #3: Brand Focus Research

THE RESEARCH PROCESS

RBI and the BDT will review the feedback from the questionnaires, compiling the results. During this process RBI will facilitate video conference calls with the BDT as needed, times and dates to be arranged by mutual consent, to discuss the list of potential brand candidates. RBI will also review the questionnaire responses in terms of demographics, psychographics, and geographic locations.

The BDT, working with the RBI team, will review the feedback from the nine-question online and workshop questionnaires. This helps identify current perceptions of the community, challenges, opportunities, and what locals would like the community to be known for.

There are four primary outcomes from the research process:

1. What current perceptions are of the community from both local residents and from outsiders – the markets you are hoping to attract. This is your baseline to work from. Often communities need “repositioning” or “rebranding.”
2. Who the primary, secondary and tertiary markets are in terms of geographic areas, demographics, and lifestyle (or tapestry) segments.
3. What each community and the City of Lake Stevens area would like to be known

for, specifically.

4. A SWOT analysis (strengths, weaknesses, opportunities & threats) as seen by local and area-wide residents, and in the primary and secondary markets. This would be combined with the interview process done earlier.

When it comes to a potential brand direction, RBI will categorize the input from the questionnaire into three primary categories:

1. A feeling

Often local residents will offer brand recommendations along the line of “home town feel,” or “friendly people,” “great atmosphere,” “good weather” and other ideas that evoke more of a feeling than a foundation built on product. These are not eliminated, but come into play with the look and feel of the brand and its messaging. Just remember that we’re looking for that one thing that really differentiates Lake Stevens from everyone else. In the end the feeling will pay a major role – after all, a brand is a perception – the feeling we have when Lake Stevens is mentioned. But at this stage we’re looking for that point of differentiation. Just about every community claims to have friendly people, which is not a point of differentiation, but may come out as part of the feeling portrayed in the look and feel of the brand.

2. Complementary activities

Many respondents will include things the people you’re hoping to attract can already get or do closer to home such as “great parks,” wineries, trail systems, good schools, nice downtown, rich history, and many others. These are not tossed aside, but are grouped with other “complementary activities” – to be marketed, for sure, but they are not the one unique selling proposition we are looking for at this point.

3. Brand candidates

This final group is typically a very short list of things that are truly unique to the area and have the possibility of being leveraged as the primary brand direction. Sometimes it’s a combination (or packaging) of complementary activities, with enhanced product, combined with the feeling or emotion tied to the community.

With this research as a foundation, combined with input from the BDT and stakeholder interviews, RBI will have a solid local base to work from. In many cases communities need to create a “rebranding” or “repositioning” program as part of the branding and marketing effort.

Research will also include reviews of demographic information, reviews of previous plans and studies, tapestry studies, lodging tax revenue reports. The research element of the program is quite extensive. RBI will look very closely at the following elements:

Current and past demographics including new trends in the Lake Stevens area and in the Northwest (from existing studies and reports)

- Income levels, race, age, educational attainment and many other factors
- How well the area is retaining its youth
- Visitor trends and visitation statistics – who you are currently attracting
- Business growth, business sectors, and relocations to and from the area
- From this RBI may find potential growth areas

Perception analysis

- RBI will also research the perceptions people have of Lake Stevens in the top three market areas you are hoping to attract to the area. After all, brands are perceptions. The best way to see where you are in terms of today's brand is to ask locals, visitors, and potential investors. The online survey will provide a window into what local residents think of the area they call home: what they think your brand is today.

Competitive analysis

- Brands are built on points of differentiation. As the list of potential brand candidates is identified, RBI will make sure those are not already "owned" by a competing community or area.

Tapestry and psychographic analysis

- RBI will obtain and review tapestry reports, which provides an excellent picture of the Lake Stevens' lifestyle trends – what motivates people to live and invest in the area. This also identifies the "core attributes" of "who you are" in terms of Lake Stevens residents. It will also tell us where people shop, what they read, where they travel to, and will identify development opportunities – or missing segments that can increase spending and development investment locally.

This research and input will provide a clear understanding of the current image, its challenges, its weaknesses, its assets, and its opportunities.

Market identification

The next step is for RBI to identify the primary and secondary markets you are working to attract. This includes business and industry sectors, visitors, and new residents. Those markets will include geographic areas, demographics, and lifestyle groups. RBI will look at seasonality, and how that can be leveraged in the branding process. This will result in an understanding of current and potential markets.

Step #4: The Brand Feasibility Test

With the primary, secondary and tertiary markets identified and the feedback from the area complete, RBI will run the final brand options through the feasibility testing process. RBI's proprietary ten-point "Feasibility Test" narrows the focus down to two or three possible primary directions, and it ensures that the brand direction meets the goals identified in the research process. This will take place WITH the Brand Development Team, who is apprised of the process and weighs in – individually and as a group – as the research is taking place.

RBI will review past and current comprehensive and marketing plans to make sure the final brand candidates don't conflict with other planning and marketing efforts. Instead, this effort includes a dovetailing of work already done or in process, creating a smooth transition towards your new brand direction.

The outcome will be THE brand direction that will differentiate Lake Stevens from competing communities, be embraced by the community, and will make Lake Stevens the destination of choice for investment, as a place to live, work and visit.

Roger Brooks will facilitate a video conference with the BDT to review the results of the research, public outreach, competitive analysis and brand direction findings. This is where the final brand candidates are discussed and a "Brand Platform" is established.

Step #5: The Brand Leadership Team

After the Brand Development Team (BDT) has gone through the process with RBI, it will be time to hand the reigns over to the Brand Leadership Team – the group of champions who will be charged with implementing the Branding, Development & Marketing Action Plan.

The Brand Development Team's work was to determine the brand direction. The Brand Leadership Team will be the people who will LEAD the effort. It may be the

very same group of people, or some may go and new “champions” added. Branding requires tireless champions who will never take no for an answer, will push the brand forward, and will sell it to the communities.

The most successful brands are always championed by those with a vested interest in the brand. Why? Because their paycheck depends on it. For instance, if you want to be a gardening capital, the people who will champion it are those in the gardening industry: nurseries, landscape architects, landscape companies, outdoor living retailers, flower shops, garden clubs, etc. If the brand makes you a vibrant cultural destination then the arts will play a big role in the brand and it will be important to include those “champions” into the branding process while still keeping the Team relatively small and flexible.

When you narrow your focus to a distinct, unique brand, not everyone will agree. The Brand Leadership Team will enthusiastically work hard to “sell” locals on the brand direction and what’s in it for them. They need to be 100% enthusiastically behind the brand direction. There may be folks on your Brand Development Team who can “support” the brand, but aren’t that enthusiastically behind it. Perhaps this will be where they step off and Brand Champions are added.

Step #6: Building the Action Plan - Brand Camp Week

THE ACTION PLAN

RBI will spend four days in the community to meet with the Brand Leadership Team (BLT) and to put the pieces together in terms of the product that will back up and reinforce the brand, funding ideas, responsibilities by organization, the look and feel of the brand, and the marketing messaging. RBI spends an intensive four days in your city, working with local champions. Several workshop sessions with stakeholders will be held, in which collaboration results in creatively developing your direction, brand story and brand promise. Ideas are explored in the light of the research and feasibility – all the while keeping in mind the economic development goals of the branding process.

The schedule for the week will be fluid, and BLT members will be invited to join the RBI team throughout the week and will provide input and feedback as RBI creates the plan and the brand graphics right there in the community. RBI finds it’s important to develop this with you, not back in another office a distance away. RBI will set up and work from a “design studio” in the community where all the pieces come together and

the brand is crafted. Meetings with RBI and the BLT will be scheduled upon mutual consent during this week.

STEP #7: The Brand Story & The Action Plan

While in the community, the BLT and RBI Brand Team will craft the brand story and Brand Promise – the paragraph that concisely depicts the brand: what you want the community to be known for and sets you apart from everyone else. This will be your “mission statement” for years to come, guiding future development, business recruitment, and community development efforts. The first day in the community is spent crafting this story.

The second day will be dedicated to product development where RBI will begin drafting the Action Plan, including individualized recommendations, listed in chronological order and including:

- A description of the recommendation
- Who would be charged with implementation
- When it would be implemented (in order)
- The approximate cost of implementation
- Possible funding sources
- The rationale for making the recommendation

Product development includes downtown recommendations, perhaps recruitment of needed supporting businesses, niche brands (or sub-brands), seasonal considerations, and how the brand can work for economic development, community development and tourism. It also includes identifying specific business opportunities. As an economic development brand, businesses should be able to invest into the brand. While all of this work is taking place, RBI's Creative Director will be on site creating concepts for a brand identity (logo), the look and feel of the brand in terms of photography or graphic-design imagery, and initial key marketing concepts.

While RBI doesn't expect to have the Brand Leadership Team working with them the entire four days, perhaps each day a meet for lunch or at another time could be held. Others on the team can stop into the “design studio” any time. Likewise, RBI may call or stop by City of Lake Stevens' offices should they have questions. RBI may occasionally run out to a site, a downtown, or to a facility to take a second look at how it fits into the brand and/or what can be done to help make it a stronger component of the brand.

STEP #8: BrandGraphics

The third day will be spent crafting the marketing messaging from tag lines, to the look and feel of the brand. While many companies focus on the graphic design elements, the key marketing messages are actually far more important. What you say – your key marketing messages – and the product that backs it up – is far more critical than the look and feel of the brand. Make no mistake, all four branding elements are important:

1. The look and feel of your brand (graphic design)
2. Key marketing messages (tag lines, headers, body text, social media, etc.)
3. Product development (the activities, amenities and businesses that provide ownership of the brand)
4. Making sure the brand differentiates you from the other 546 cities and towns in Washington State.

The Brand Graphics Kit will include:

- Brand identity (logo) for the City of Lake Stevens
 - Website(s) home page concept and digital marketing concepts
 - Pole banners concepts
 - Wayfinding signage concepts
 - Print advertising (typically four to six) concepts
 - Brand awareness posters (typically three or four) concepts
 - Concepts for bookmarks or other giveaway items to help promote the brand
 - Brand logo gear concepts
 - Business cabinet (letterhead, envelope, label, business cards) concept
 - Two to three brochure covers concepts
 - Billboard design concept
 - Marketing tag lines and key marketing messages
- for:
- o Relocation information
 - o Business development & recruitment
 - o Tourism promotion
 - o Local population endorsement

This takes place with the Brand Leadership Team, in your community, where we work as a unified team on the messaging and how the brand will look and feel. This is also where we take the input received (ideas that evoked a feeling and the complementary activities) and weave them into a unique image and messaging that fits ONLY your community.

To effectively illustrate the conceptual marketing graphics, photography and fonts may be used. These are for conceptual use only, and the rights to the photography and fonts will remain the property of their respective owners. We strongly encourage the City of Lake Stevens to use professional photographs shot on location in their marketing pieces.

Public outreach, round #2

On the fourth day of the third visit (typically a Friday morning) a presentation to the community will be held unveiling the brand direction – and often a BridgeBrand – how you market the community between now and when the product will actually be in place – if that’s needed.

- This will not be “rolling out a brand” because a brand is a perception – it’s earned.
- ⊙ BUT this will be an opportunity to educate the community on how it will be marketed, what the product is that backs it up, and how this will benefit Lake Stevens for generations. This can be a public workshop, or can be an invitation-only affair to include elected officials, stakeholders, businesses, and others who can help push the agenda forward and will play a role in the plan’s implementation.

The presentation is, once again, presented by Roger Brooks and typically takes an hour.

The week concludes with a “Where do we go from here?” meeting with the Brand Leadership Team.

While much of the Brand Graphics work will take place during the third visit, they will be further refined and finished upon return to RBI’s office.

The presentation will be given to the Brand Leadership Team who can create a 20-minute version for presentations to city councils, county commissioners, Kiwanis, Rotary and other auxiliary organizations, school and hospital boards, and to your individual boards and memberships.

Step #9: The Branding, Product Development & Marketing Action Plan

Upon returning to the office, RBI will write up the plan, which typically includes 20 to 40 different recommendations, and this will become the BLT’s Branding, Product Development & Marketing Action Plan for implementing the brand.

Marketing recommendations will cover a two- to five-year period, and the product development recommendations could extend for ten or more years, depending on the chosen brand direction.

A draft copy of the Plan will be sent to the BLT for review and input, and then a final plan will be created and sent to the Team for immediate implementation.

IMPLEMENTATION

Step #10: Make Something Happen

The best way to introduce a brand to the community is to make something visual happen. It might be the installation of new pole banners with the new brand-identity (logo), or new business cards, ads and marketing materials that have a different look and focus. Branding works best if people can get used to it over time. The branding plan includes detailed step-by-step instructions on what needs to be done to achieve incredible success.

Step #11: Keep the Energy High - Ongoing

Once the RBI crew has headed back to home base, the Brand Leadership Team will be provided a 20-minute presentation that can be used to sell and showcase the brand direction to local organizations, councils, and boards to generate local buy-in. Continuity is key to successful branding, and this is the best way to get local organizations, businesses, residents, and clubs working together.

RBI will present a follow-up video-conference with the BLT to review the presentation and educate the committee on how to use it most effectively.

The RBI team will be available, for six months, to answer questions, participate in conference calls to help keep the Brand Leadership Team pumped up and moving forward.

Step #12: Tell the World

Once the product is in place, based on the recommendations from the Branding Plan, it will be time to tell the world what you are about, using the marketing initiatives within the Plan.

Step #13: Revisit the Plan often

It is very helpful to revisit the Branding Plan every three months. As recommendations are implemented, new ideas may emerge, measurables may point out additional areas of focus, and they can be added so the plan remains a "living document."

FINAL DELIVERABLES include:

- The Branding, Product Development & Marketing Action Plan
- The brand story and promise
- Key marketing messages including taglines, headers
- Product development recommendations
- Brand implementation recommendations
- Outreach strategy and timelines
- Marketing strategies and planning
- Measurables and accountability
- A full BrandGraphics Kit that includes the final brand identity (logo) for the City of Lake Stevens (final art in one color, two color and full color) and conceptual designs for:
 - o Website home page
 - o Rack brochure cover
 - o Print ads
 - o Business cabinet concept
 - o Billboard display
 - o Pole banners
 - o Wayfinding signage
- A PowerPoint/Apple Keynote brand presentation
- BrandGraphics on CD with native Adobe InDesign files and vector art for the brand identity and marketing concepts. Photography used in the conceptual marketing pieces will be examples only.

RBI Visits to City of Lake Stevens:

1. Initial visit: Roger Brooks (assessment and interviews)
2. Brand Camp week (five days including travel days). The Brand Camp runs from Tuesday morning to Friday morning.

____Initials

____Initials



This page left blank intentionally



LAKE STEVENS CITY COUNCIL
STAFF REPORT

Council Agenda Date: April 28, 2014

Subject: Ordinance 911 Amending Lake Stevens Municipal Code, Chapter 2.32 Entitled “Police Department” relating to Commissions.

Contact Interim Chief Dan Lorentzen **Budget Impact:** N/A
Person/Department: _____

RECOMMENDATION(S)/ACTION REQUESTED OF COUNCIL: Authorize Ordinance 911 amending the Lake Stevens Municipal Code, Chapter 2.32 Entitled “Police Department” relating to commissions.

SUMMARY/BACKGROUND: The amendment of Lake Stevens Municipal Code, Chapter 2.32 adds a new section to the chapter in regards to Commissions authorized by the Chief of Police.

In the 2nd quarter of 2014 the Lake Stevens Planning Department is proceeding with enforcing Code Enforcement items related to Land Use and certain Nuisances. This amendment of LSMC, Chapter 2.32 will allow the Chief of Police to grant the Planning Department Building Official/Inspector(s) a limited commission to enforce civil violations of the municipal code.

The Building Official/Inspector will be trained by the city prosecutor’s office on the legal aspects of probable cause and the preponderance of evidence they will need to satisfy for the limited commission they would be granted.

APPLICABLE CITY POLICIES:

BUDGET IMPACT: N/A

ATTACHMENTS:

- ▶ Exhibit A: Ordinance 911 - Amendment to LSMC Chapter 2.32 relating to “Police Department”

**CITY OF LAKE STEVENS
LAKE STEVENS, WASHINGTON**

ORDINANCE NO. 911

AN ORDINANCE OF THE CITY OF LAKE STEVENS, WASHINGTON AMENDING LAKE STEVENS MUNICIPAL CODE CHAPTER 2.32 ENTITLED "POLICE DEPARTMENT" RELATING TO COMMISSIONS; PROVIDING FOR SEVERABILITY AND AN EFFECTIVE DATE.

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF LAKE STEVENS DO ORDAIN AS FOLLOWS:

SECTION 1. LSMC Chapter 2.32 entitled "Police Department" is amended to read as follows:

**Chapter 2.32
POLICE DEPARTMENT**

Sections:

- [2.32.010](#) Department Acknowledged and Ratified
- [2.32.020](#) Responsibilities
- [2.32.030](#) Position Appointments/Commissions
- [2.32.040](#) Compensation for Appointments

2.32.010 Department Acknowledged and Ratified.

The past, present and future existence of the City of Lake Stevens Police Department is acknowledged and ratified.

2.32.020 Responsibilities.

The Police Department is primarily responsible for protecting life and property through law enforcement and crime prevention work. The Department also conducts other activities as the Mayor or City Administrator may determine appropriate.

2.32.030 Position Appointments/Commissions.

(a) The Mayor, or City Administrator pursuant to executive authority provided by the Mayor, shall appoint a Police Chief who will serve at the Mayor or City Administrator's pleasure. The major duties, responsibilities, and qualifications of the Police Chief shall be those described in his/her position description. The authority to appoint and remove other Police Department Staff shall be vested in the executive authority of the Mayor as may be delegated to the Chief, subject to applicable police civil service rules.

(b). **Commissions.** The police chief is authorized to issue the following commissions of law enforcement authority:

(1) Full commissions shall be issued to all general authority police officers in the police department who are employed on a full-time, fully compensated basis.

(2) Limited Commission – Code Enforcement Officers. The chief of police may issue

limited commissions as code enforcement officers to department heads or supervisors and city employees designated by the department director employed in the planning and community development and public works departments as code enforcement officers. Such limited commission shall authorize such persons to initiate, issue and serve notice of civil infractions for violations of the Lake Stevens Municipal Code in those areas for which their department is directly responsible. Said commissions shall not authorize such persons to carry firearms or effect any arrest for any violation. Said commission shall not vest any person with any police civil service or police pension rights under federal, Washington State law or under any ordinance or regulation.

(3) Special commissions may be issued to law enforcement officers of other jurisdictions pursuant to Chapter 10.93 RCW.

2.32.040 Compensation of Appointments.

The Police Chief and other department staff shall receive such salary and in such amounts as the Council may, from time to time, establish by the City's annual or biennial budget ordinance.

SECTION 2. Severability. If any section, sentence, clause or phrase of this ordinance should be held to be invalid or unconstitutional by a court of competent jurisdiction, such invalidity or unconstitutionality shall not affect the validity or constitutionality of any other section, sentence, clause or phrase of this ordinance.

SECTION 3. Effective Date and Publication. A summary of this ordinance consisting of its title shall be published in the official newspaper of the City. This ordinance shall take effect and be in force five (5) days after the date of publication.

PASSED by the City Council of the City of Lake Stevens this 28th day of April, 2014.

Vern Little, Mayor

ATTEST/AUTHENTICATION:

Barb Stevens, Interim City Clerk

APPROVED AS TO FORM:

Grant K. Weed, City Attorney

First Reading and Final Reading:

Published: May 7, 2014

Effective: May 12, 2014



This page left blank intentionally



LAKE STEVENS CITY COUNCIL
STAFF REPORT

Council Agenda Date: April 28, 2014

Subject: 2014 Comprehensive Plan Docket Introduction

Contact Person/Department: Russ Wright, Senior Planner **Budget Impact:** N/A

ACTION REQUESTED: No action requested at this time.

SUMMARY: Introduction to the 2014 Comprehensive Plan Docket, which includes two (2) citizen-initiated amendments to the land use map and two (2) city-initiated amendments.

BACKGROUND: The city has received two citizen-initiated amendments to the land use map and concurrent rezone applications.

The first request (LUA2014-0007) is to change the land use designation, on two parcels totaling approximately 3.7 acres located at 1113 SR-204 from Medium-Density Residential to Local Commercial. Access to the site would be through an existing commercial development off 10th Street SE.

The second request (LUA2014-0010) is to change the land use designation on seven parcels, totaling approximately nine acres, to Commercial from High Density Residential and Medium-Density Residential and change the land use designation on a single parcel from Mixed-Use to Local Commercial. City staff recommends the Planning Commission extend the Local Commercial land use designation (and Local Business zoning designation) to the adjacent parcel to the east. Combined, these two parcels total approximately two acres. All of the described properties are located near the eastern intersection of SR-9 and Soper Hill Road.

The city is proposing a text amendment to Chapter 5 – the Parks, Recreation and Open Space Element, which would add and describe the City Boat Launch Improvement as a project on the Capital Project List of the Parks Element. In addition, the city is proposing a text amendment to Chapter 8 – the Capital Facilities Element, which would add the City Boat Launch Improvement as a capital project and add a pedestrian safety improvement project to the Capital Project List (pending review of the pedestrian connection plan). The city may add additional items to the 2014 docket, prior to the docketing hearing. Along with the specific defined text amendments, staff will also include standard administrative amendments, including incorporating SEPA documents as a new appendix and updating the dates on the cover, footnotes and the Table of Contents.

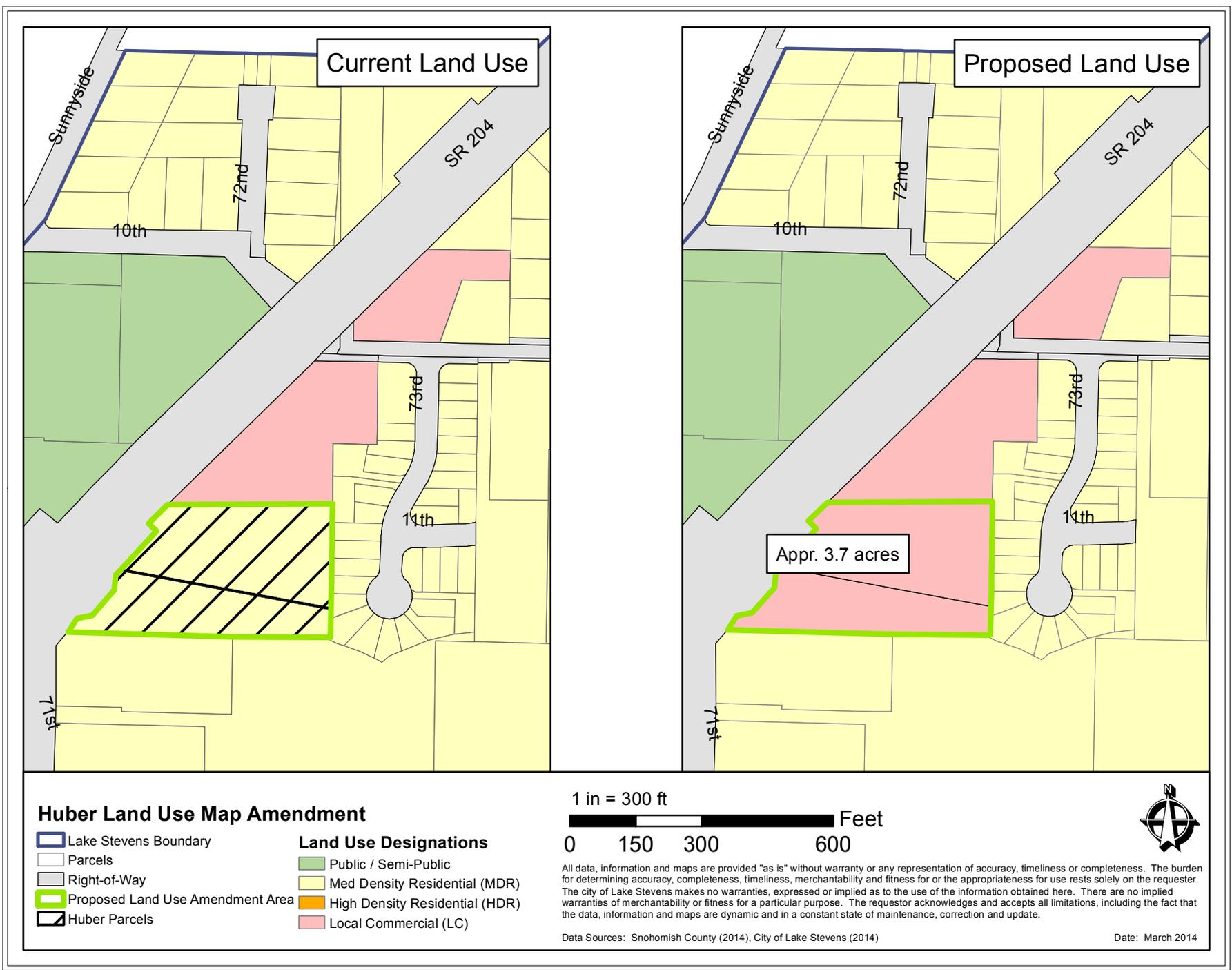
DISCUSSION: Chapter 36.70A the Revised Code of Washington (RCW) authorizes jurisdiction to amend their comprehensive plans on an annual basis. The next step for the Planning Commission will be holding a public hearing over the proposed items, followed by a recommendation to City Council on items proposed for this year’s docket. The docket is not an approval, but a required step, which authorizes staff to review the proposed changes in detail. After the docket is set, the Planning Commission will discuss and review of the proposals, leading to public hearing and formal recommendation to City Council and Council’s subsequent action.

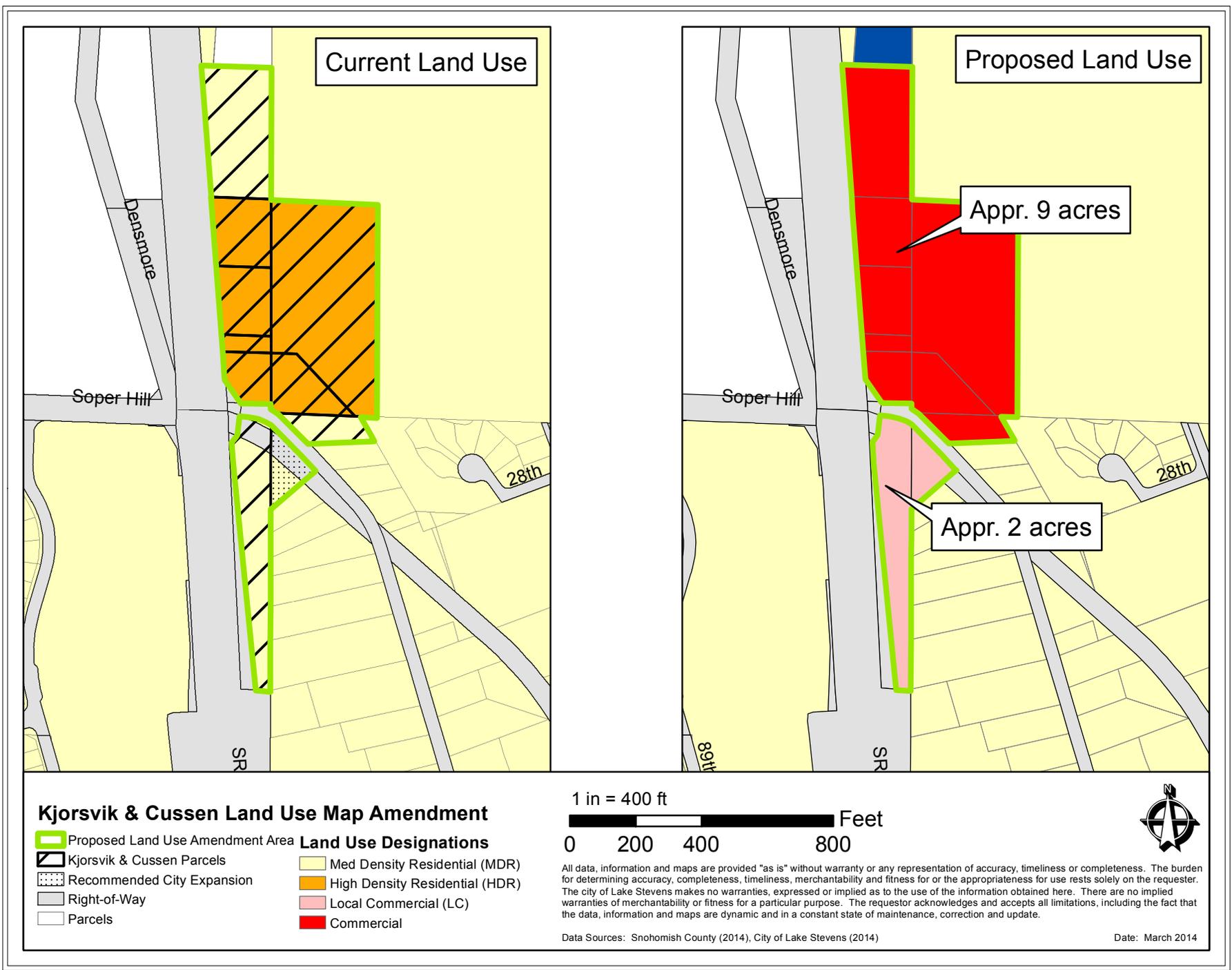
APPLICABLE CITY POLICIES: Comprehensive Plan (Chapter 1 pages 1-21 through 1-27, Chapter 4 Land Use, Chapter 5 Parks, Recreation & Opens Spaces, Chapter 8 Capital Facilities)

BUDGET IMPACT: None

ATTACHMENTS:

- A. LUA2014-0007 Map
- B. LUA2014-0010 Map
- C. Docket Amendment Matrix
- D. 2014 Docket Schedule





Current Land Use

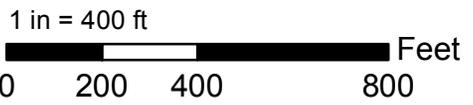
Proposed Land Use

Appr. 9 acres

Appr. 2 acres

Kjorsvik & Cussen Land Use Map Amendment

- | | |
|----------------------------------|--------------------------------|
| Proposed Land Use Amendment Area | Land Use Designations |
| Kjorsvik & Cussen Parcels | Med Density Residential (MDR) |
| Recommended City Expansion | High Density Residential (HDR) |
| Right-of-Way | Local Commercial (LC) |
| Parcels | Commercial |



All data, information and maps are provided "as is" without warranty or any representation of accuracy, timeliness or completeness. The burden for determining accuracy, completeness, timeliness, merchantability and fitness for or the appropriateness for use rests solely on the requester. The city of Lake Stevens makes no warranties, expressed or implied as to the use of the information obtained here. There are no implied warranties of merchantability or fitness for a particular purpose. The requestor acknowledges and accepts all limitations, including the fact that the data, information and maps are dynamic and in a constant state of maintenance, correction and update.

SUMMARY OF 2014 DOCKET PROPOSALS DRAFT

RATIFICATION MAPS			
#	<u>NAME</u>	<u>PARCELS/ ACREAGE</u>	<u>REQUEST</u>
RM-1	Minor Map Amendment (LUA2014-0007)	3.7 acres	Citizen request to change the land use designation, for two parcels off SR-204, from Medium Density Residential to Local Commercial.
RM-2	Minor Map Amendment (LUA2014-0010)	9 acres	Segment 1 – Citizen request to change the land use designation on 7 parcels, to Commercial from High Density Residential and Medium-Density Residential; and
		2 acres	Segment 2 – Change the land use designation on a single parcel from Medium-Density Residential to Local Commercial. The city is recommending this land use change be extended to the adjacent parcel to the east.
RATIFICATION TEXT			
#	<u>NAME</u>	<u>REQUEST</u>	
RT-1	Chapter 5 – Parks, Recreation & Open Space	City-initiated text amendment to add a park project(s) to the Capital Project List.	
RT-2	Capital Facilities	City-initiated text amendment to add a park project and pedestrian safety improvement project to the Capital Project List.	
RT-4	Appendices	Add Appendix M – Addendum No. 7 to be prepared as environmental review for 2014 Docket	
RT-5	Update Dates & Table of Contents	Update dates on cover and footers and update Table of Contents	
POTENTIAL DOCKET ITEMS			
City-initiated comprehensive plan map or text amendment.			
Council may add items to the Docket based on recommendation from Planning Commission, discussion of proposed amendments or public testimony			

PROPOSED 2014 COMPREHENSIVE PLAN DOCKET SCHEDULE

3-27-14

ACTIVITY	APR	MAY	JUNE	JULY	AUG
RATIFICATION (Threshold Review)					
1. PC Docket Introduction	4/2				
2. CC Docket Introduction	4/28				
3. Prepare Docket and Forms					
4. Notice Planning Commission Public Hearing		5/6 & 5/13 LSJ			
5. Planning Commission Public Hearing		5/21			
6. Notice City Council Public Hearing		5/27 LSJ	6/3 LSJ		
7. City Council Public Hearing			6/9		
ANALYSIS & ADOPTION (Final Review)					
8. Prepare Analysis Forms & Ordinances					
9. Issue SEPA			6/10		
10. CTED 60-Day Review			6/10		8/10
11. Notice PC Public Hearing				7/1 & 7/8 LSJ	
12. Planning Commission Public Hearing				7/16	
13. Notice City Council Public Hearing				7/15 & 7/22 LSJ	
14. City Council 1 st Reading				7/28	
15. City Council 2 nd and Final Reading					8/11