



MONROE CITY COUNCIL
Finance & Human Resources Committee Meeting
Tuesday, February 13, 2018, 5:30 P.M.
Monroe City Hall, Council Conference Room

2018 Committee
Councilmembers
Jason Gamble
Kevin Hanford
Kirk Scarboro

AGENDA

- I. Call to Order** (Councilmember Gamble)

- II. Approval Minutes** (Meeting of Tuesday, January 9, 2018)

- III. Unfinished Business**
 - A. 5-6 Year Budget Assumptions (Finance) [5 min]

- IV. New Business**
 - A. Human Service & Non-Profit Grant Application Process (Administration/Finance) [25 min]
 - B. Proposed Economic Development Programs (Administration/Finance) [25 min]
 - C. Sick Leave Policies (HR) [25 min]
 - D. Annual Performance Review Update (HR) [5 min]

- V. Other**

- VI. Next Committee Meeting** (April 10, 2018)

- VII. Adjournment** (Approximately 6:55 P.M.)



MONROE CITY COUNCIL
Finance & Human Resources Committee Meeting
Tuesday, January 9, 2018, 6 P.M.
Monroe City Hall, Council Conference Room

2018 Committee
Councilmembers
Jason Gamble
Kevin Hanford
Kirk Scarboro

MINUTES

I. Call to Order

A regular meeting of the Monroe City Council Finance & Human Resource Committee was held on January 9, 2018, in the Council Conference Room of City Hall. The Meeting was called to order by Councilmembers Gamble and Scarboro at 6 p.m.

Committee Present: Councilmembers Jason Gamble, Kevin Hanford¹, and Kirk Scarboro
Staff Present: Elizabeth Adkisson, City Clerk; Becky Hasart, Finance Director; and Deborah Knight, City Administrator²
Citizens Present: Heather Rousey, Monroe Planning Commissioner

IV. New Business³

B. Selection of 2018 Committee Chairperson

Councilmember Scarboro nominated Councilmember Gamble to serve as the 2018 Committee Chairperson; the nomination was accepted. Motion carried (2-0).

II. Approval Minutes (Meeting of Tuesday, December 5, 2017)

City Clerk Adkisson provided information on the use of footnotes in the minutes in response to Council inquiry. Councilmember Hanford moved to approve the Finance & Human Resources Committee Meeting minutes of Tuesday, December 5, 2017; the motion was seconded by Councilmember Gamble. Motion carried (3-0).

III. Unfinished Business -- NONE

IV. New Business⁴

C. Confirmation of 2018 Regular Meeting Date

Committee members agreed to schedule the second Tuesday of each month, 6 p.m., as the regular meeting date for the 2018 Finance & Human Resources Committee.

¹ Councilmember Hanford arrived at approximately 6:02 p.m. prior to Approval of the Minutes.

² Administrator Knight arrived at approximately 6:10 p.m. during New Business Item D.

³ The agenda was amended at the time of the meeting to consider New Business Item B first.

⁴ New Business Items addressed out of order at the time of the meeting.

D. DRAFT 2018 Work Plan

The Committee reviewed the DRAFT 2018 Committee Work Plan compiled by City Staff; to be reviewed by the full City Council for review once approved by the Committee.

Discussion ensued regarding sick leave policies, capital project financing, items to be discussed with the full Council at the upcoming January Retreat/Workshop (January 30, 2018), creation of a capital and operating budget in 2019, and debt policies. The DRAFT 2018 Work Plan was amended to include a June discussion item on Capital Funding Sources, and discussion items in September through November on the 2019 Capital and Operating Budgets.

Councilmember Hanford moved to approve the DRAFT 2018 Work Plan as amended; the motion was seconded by Councilmember Scarboro. Motion carried (3-0). The DRAFT will be brought forward to the full City Council for review on Tuesday, January 16, 2018.

A. 5-6 Year Budget Assumptions

Ms. Becky Hasart, Finance Director, provided background information on 5-6 Year General Fund Budget Forecasting and Assumptions; and noted/provided examples of potential assumptions utilized to populate a long range budget, including (not limited to): year over year population increases; salary and benefit increases; CPI/IPD considerations, property tax/assessment values/new construction growth/banked capacity availability; defining one-time versus on-going revenues; and defining base service costs (on-going) versus “nice to have” costs (one-time).

Discussion ensued regarding potential budget assumptions, sales/property tax and population projections, including water connections as an assumption, defining core services versus “nice to have” items, and proactive identification of structural deficits.

Ms. Hasart noted she will add in water connections as an assumption; and noted the need to continue the 5-6 Year Budget Assumptions discussion at the February Committee Meeting.

Other - NONE

V. Next Committee Meeting (February 13, 2018, 5:30 p.m.)

Ms. Hasart suggested meeting at 5:30 p.m. (as opposed to 6 p.m.) for the February 13, 2018, Committee Meeting, due to the large number of items and the continuation of the 5-6 Year Budget Assumptions item. Committee members agreed.

VI. Adjournment

Councilmember Scarboro moved to adjourn the January 9, 2018, City Council Finance & Human Resources Committee Meeting; the motion was seconded by Councilmember Gamble. Motion carried (3-0); and the meeting adjourned at 6:56 p.m.



MONROE CITY COUNCIL
Finance & Human Resources Committee Meeting
Tuesday, February 13, 2018, 5:30 P.M.
Agenda Bill

2018 Committee
 Councilmembers
 Jason Gamble
 Kevin Hanford
 Kirk Scarboro

SUBJECT:	<i>Five to Six-Year General Fund Budget Forecasting/Assumptions</i>
-----------------	--

DATE:	DEPT:	CONTACT:	PRESENTER:	ITEM:
02/06/2018	Finance	Becky Hasart	Becky Hasart	Unfinished Business A.

Discussion: 01/09/2018; 01/30/2018 (Council); 02/13/2018

Attachments: 1. None.

REQUESTED ACTION: Review and discussion of five to six year General Fund budget forecasting/assumptions.

DESCRIPTION/BACKGROUND

Prudent fiscal planning, strategic budgeting, and best financial practices suggest that an organization create and maintain a long range budget forecast. These forecasts are useful when making policy decisions in that they can illustrate the potential multi-year impact specific policy/monetary decisions can have on an organization's resources. By identifying the longer term impact of a fiscal decision, an organization gains time to make adjustments, if needed, should the fiscal decision show a potential negative effect beyond what is expected in the out years. Conversely, if current budget decisions show a more than robust fiscal position in out years, an organization might wish to explore the possibility that it is not using its current resources to their full potential.

Long range budget forecasts are most useful when they are developed collaboratively between policy makers and administration as the forecasts are only as good as the agreed upon assumptions which populate the model. Assumptions used to populate a long range budget forecast may include but are not limited to:

- Year over year population increases.
- Salary and benefit increases.
- CPI/IPD considerations.
- Property tax/assessment values/new construction growth/banked capacity availability.
- Defining one-time versus ongoing revenues.
- Defining base service costs (on-going) versus "nice to have" costs (one-time).

Discussion during the committee meeting will focus on the concepts that govern long term budget forecasting, and if time allows, to begin defining the various assumptions that are specific to the City of Monroe.

Year over year population increases:

Year	Population	Percent (%) Increase
2010	17,304	n/a
2011	17,330	0.15%
2012	17,390	0.35%
2013	17,510	0.69%
2014	17,660	0.86%
2015	17,620	-0.23%
2016	18,120	2.84%
2017	18,350	1.26%

Average percent increase since 2010 is 0.85 percent. 1.26 percent was used in the development of the 2018 Budget when considering/projecting sales, utility, and other miscellaneous tax receipts.

Salary and Benefit Increases:

Salary increases are dictated by our collective bargaining agreements and usually tied to the CPI-U June over June for Seattle. For the 2018 salaries, the CPI was 3 percent, which was used in the development of the 2018 budget. For long term projections, see discussion regarding CPI below.

Benefit increases over the last few years have been very volatile and should remain so due to the uncertainty surrounding the Affordable Care Act on the federal level. Specifically for Monroe, each bargaining unit can have different health plans, which have experienced different increases. In addition, medical premiums have experienced different increases from dental premiums, etc. The City has been fortunate in that medical premiums for the majority of our employees have not increased in either 2017 or for 2018. However, prior to 2017, premiums typically increased between 5 to 6 percent. 2018 premiums for the Police Guild will see an over 14 percent increase in 2018 due to the change in plans. This premium increase should become more reasonable and steady as we move into the future. *(During the recession, medical premium increases were typically between 13 to 18 percent with dental and vision not far behind.)* When developing the 2018 budget, we used a conservative 10 percent increase across the board for benefit costs. Because a long term budget forecast is for planning only, it is recommended that whatever assumption we use for benefits be consistent over the years. Staff recommends continuing with 10 percent as an average across the board.

CPI and IPD:

CPI (Consumer Price Index) is calculated by the US Bureau of Labor and is based on the change in prices paid over time for a fixed market basket of goods and services. CPI is traditionally what is used as an index in collective bargaining agreements and is used when projecting supplies and services costs in budgeting.

IPD (Implicit Price Deflator) is calculated by the federal Bureau of Economic Analysis and is based on the inflation rate increase for personal consumption expenditures. In other words, IPD is calculated by a different federal agency and uses different goods each year. IPD tends to increase at a slower rate than CPI and is traditionally not used when projecting for budget purposes. However, for cities over 10,000 in population in Washington, any property tax increase year over year is capped at either 1 percent or IPD, whichever is lower.

Year	CPI-U Seattle (June to June)	IPD
2017	3.00%	1.553%
2016	1.80%	0.953%
2015	1.60%	0.251%
2014	2.00%	1.591%
2013	1.40%	1.314%
2012	2.70%	1.295%
2011	3.20%	2.755%
2010	-0.50%	1.539%
Average increase	1.90%	1.406%

3 percent was used when appropriate for supplies, services, and salaries during the development of the 2018 budget (CPI). IPD was not a factor as we did not increase our property tax receipts, choosing to instead bank the capacity for potential future use. As with benefits, it is recommended that 3% be used in the long term forecast to remain conservative and consistent.

Property tax/assessment values/new construction growth/banked capacity availability:

To be discussed at a future meeting.

Defining one-time versus ongoing revenues;

Defining base service costs (on-going) versus “nice to have” costs (one-time):

The City’s reserve policy requires that, to the best of our ability, we utilize ongoing revenues to pay for ongoing expenditures. While this concept is simple in execution, the challenge lies in identifying your one-time revenues and one-time expenditures. Many finance professionals would define sales taxes on new construction, along with new housing permitting revenue over a base amount, as new revenue, even if it is sustainable over a number of years. (*Once the underlying land stock is built out, the housing related revenue would diminish substantially.*) In addition, there are many expenditures that a city may incur which improves quality of life for our citizens, but may not necessarily be considered a base service a city would provide. For example, public safety and protection (police, code enforcement, animal control, etc.) would be considered base services along with the administration to support these services. The development and maintenance of parks and streets are also traditionally considered base services provided by cities, which is part of the implied justification for being able to collect impact fees and for being able to use REET money for these items. Conversely, support for non-profit organizations, one-time outside professional services assistance for various projects, artwork, etc. would normally be considered the “nice to have” items. These items are the types of programs that helps to build community and improve quality of life but during times of recession, these are the items that would require policy discussion as to priority.

It is staff’s recommendation that as we begin to build the long term budget forecast, the distinct programs included as part of the 2018 budget should be identified and categorized between base services and “nice to have.” These items can still be included in the forecast; the only difference would be how they are presented. This in turn would allow the city to better understand the impacts that these programs would have on our long term fiscal planning.



MONROE CITY COUNCIL
Finance & Human Resources Committee Meeting
Tuesday, February 13, 2018, 5:30 P.M.
Agenda Bill

2018 Committee
 Councilmembers
 Jason Gamble
 Kevin Hanford
 Kirk Scarboro

SUBJECT:	Human Service and Non-Profit Grant Application Process
-----------------	---

DATE:	DEPT:	CONTACT:	PRESENTER:	ITEM:
02/06/2018	Administration	Deborah Knight	Deborah Knight	New Business A

Discussion: 02/13/2018

Attachments: 1. Sample Human Service Grant Applications (Redmond, Kirkland, & Bellevue)

REQUESTED ACTION: Discuss whether to use a grant application process in 2018 to evaluate requests for funding from human service and non-profit organizations serving the “poor and infirm” as allowed under Article 8, Section 7 of the State Constitution.

DESCRIPTION/BACKGROUND

Under article 8, section 7 of the State Constitution, the city is prohibited from “gifting public funds”. However, section 7 contains an express provision for providing “necessary support for the poor and infirm.” Public funds can be granted to agencies serving the poor and infirm including children, seniors and vulnerable adults.

Each year the city receives requests for funding from human service providers and non-profit organizations serving Monroe residents such as the YMCA and Monroe Community Senior Center. The funding requests are considered on a case-by-case basis along with other budget priorities. This approach limits the city’s ability to evaluate and strategically address long-term community needs such as drug treatment programs, affordable housing, wellness and job training.

The policy question for the city council is whether to adopt a formal request and application process to evaluate proposals from non-profit organizations providing human service programs or continue the current practice of evaluating requests from non-profit organizations on a case-by-case basis.

City staff and Mayor Thomas recommend:

1. The city council discuss funding for human services programs;
2. Determine whether to set aside funding for human service programs in 2019
3. Develop an open, competitive grant application process in 2018 for funding in 2019; and
4. Award funding for programs offered by human service and non-profit organizations serving the poor and infirm in 2019.

The proposed program would be modeled on the application process developed by the Eastside Cities Human Services Consortium (Attachment A).

Under the proposed program, the Monroe city council would:

1. Identify strategic investments to meet community needs and improve the health and wellbeing of Monroe residents
2. Discuss setting aside one-time construction sales tax revenue to fund the operating costs of human services programs in 2019.
3. Develop an open, competitive grants application process to support.
4. Review submitted applications.
5. Award grants

Programs awarded funds would enter into a one-year contract with the city. Funds would be provided on a reimbursement basis

IMPACT – BUDGET

The 2018 budget includes \$65,000 to support programs serving Monroe residents and families - \$50,000 for the YMCA and \$15,000 for the Monroe Senior Center. This does not include the value of the lease agreements with the Food Bank, Boys and Girls Club and Senior Center.

The city council may want to consider allocating this funding toward a competitive grant process in 2019 or set aside additional funds to meet identified community priorities.

TIME CONSTRAINTS

If the city council supports developing a competitive grant program for allocating funds in 2019 the city council will need to award grants and set aside funding no later than December 2018. Following is a proposed schedule to meet the December 2018 deadline:

February	Council authorization to develop a human service grant application program
March-April	Adopt human service priorities
May	Final application process
June	Council sets human services budget
July-August	Advertise and market the program to eligible agencies
September	Applications due
October	Review applications
November	Award grants
December	Approve contracts

ALTERNATIVES TO REQUESTED ACTION

The requested action is to discuss whether to use a grant application process in 2018 to evaluate requests for funding in the 2019 budget from human service and non-profit organizations serving the “poor and infirm”.

The city council may decide not to implement a grant application process in 2018 and continue with the current process of awarding funding on a case-by-case basis.



Planning & Community Development
15670 NE 85th St
PO Box 97010
Redmond, WA 98052

Brooke Buckingham, Senior Planner
(425) 556-2416 or bbuckingham@redmond.gov
Alaric Bien, Senior Planner
(425) 556-2458 or abien@redmond.gov

YEARS COVERED BY THIS APPLICATION PROCESS

Calendar years 2017 and 2018.

APPROXIMATE FUNDING AVAILABLE

In 2015-2016 the City of Redmond allocated approximately \$800,000/year in general fund dollars and \$20,000 in Community Development Block Grant (CDBG) funds. In 2017-18, the City expects to have approximately \$850,000 in general fund dollars and no increase in CDBG funds. Please note that the City is currently seeking support through its budgeting process to increase its funding allocation.

APPLICATION ASSISTANCE

City of Redmond staff is available to help with any questions related to the City's process and/or answer questions you may have about the content of the application. Please direct requests to Brooke Buckingham at bbuckingham@redmond.gov (425) 556-2416 or Alaric Bien at abien@redmond.gov (425) 556-2458.

APPLICATION REVIEW PROCESS

Applications will be reviewed by the City of Redmond Human Services Commission, a 7-member volunteer board appointed by the Mayor and approved by the City Council. Commission recommendations are expected by September with consideration by City Council planned for October. Final allocation amounts will be approved and adopted as part of the overall City budget. City of Redmond staff will notify agencies of final allocations following City Council approval, which is expected by early December. Awarded funds will be available January 1, 2017, which is the start of the fiscal and program year.

FUNDING CRITERIA

In order to be considered for funding, agencies must:

1. Provide services to Redmond residents.
2. Have a 501(c)(3) status.
3. Meet minimum insurance requirements:
 - a. Worker's compensation and employer's liability insurance.
 - b. General public liability and property damage insurance (\$1,000,000).
 - c. Professional liability insurance (\$1,000,000).
4. Be willing and able to accept reimbursement for funds.
5. Regularly track and submit required reports regarding services and demographics.

In general, the City of Redmond recognizes the need to support agencies that meet the continuum of human service needs and welcomes applications from agencies that provide such services to Redmond residents. As outlined in its recently adopted [Strategic Plan Update](#), the City works with its Human Services Commission to ensure the right investments in the human services network. The Commission strongly considers proposals that:

- Respond to a current community need
- Show clear and positive outcomes resulting from the services provided
- Maximize leverage
- Demonstrate that Redmond's allocation will provide a fair share of the cost of providing services
- Address issues of accessibility

Funding requests should be reasonable, but applicants are encouraged to request what they realistically need, not just an amount tied to what they have previously received. If your program is seeking a substantial increase, be sure to explain specifically what the substantial increase in funds will be used for.

Potential for Increased Strategic Investments

In a joint meeting with Council on October 13, 2015, the Human Services Commission presented recommendations to increase the human services fund. If this proposal is adopted as part of the City's budgeting process, it could result in a significant increase in available funds. In the event of additional funding, the Commission has expressed an interest in proposals that:

- Implement [Homelessness Task Force Recommendations](#) (e.g. homeless day center programs and outreach services)
- Proactively respond to changing demographics, family support and/or employment services
- Clearly demonstrate how an increased award would more fully cover the cost of providing services and/or address a particular gap that your agency has identified in the community (e.g. allow a program to eliminate a waitlist or provide additional rental assistance)

To learn more about this request to Council, you can view the [video here](#) and/or [presentation here](#).

APPLICATION SUBMITTAL INFORMATION

Deadline

All applications are due on Thursday, 4/7/16 by 4:30 PM, Pacific Time and must be submitted online through share1app.culturegrants.org. Late applications will not be accepted.

Agency Account Setup

Agency Name

FEIN #

DUNS #

CEO/Executive Director Name

CEO/Executive Director Email

Agency Main Office Address

Address

Address (line 2, if applicable)

City

State

Zip Code

Services Provided by Agency:

Agency Budget: Enter the amount of the entire agency's actual annual budget for 2017, the approved estimated amount for 2018 and the projected amount for 2019. If the agency's future budget has not yet been determined, estimate as closely as possible, based on past years and future expectations.

2017 Actual

2018 Estimated

2019 Projected

Agency-specific uploads:

- 2017 agency budget to actuals, or financial statement
- Management letter from the most recent audit or financial statement, and agency's response if there were findings
- Proof of organization's non-profit status from the IRS (new applicants only)
- Most recent board of directors list (include term and city of residence)

Application Narrative

Program Name

Brief Program Description (2 sentences)

Program Office Address

Address

Address (line 2, if applicable)

City

State

Zip Code

Program Contact Name

Program Contact Email

Program Contact Phone

Grant-writer Contact Name

Grant-writer Contact Email

1. What are the existing needs that your program will address?
2. Define and describe what services will be provided by this program.
 - How will it be implemented?
 - Who will implement it?
 - When will services be provided?
 - Frequency and duration of services?
 - Who is the target population?
 - If your program is unique from other similar services, please describe.
3. Describe what this program will accomplish and how the proposed services meet client or community needs.
4. Describe how staff qualification, management structure and organization support for the program ensure the program's success
5. Where are clients primarily being served through this program?
 - List this program's service locations in North and East King County.
 - List this program's service locations in South King County.
6. For each of the following, describe how the program is accessible in terms of:
 - a. Affordability (sliding fee scale, scholarships, etc)
 - b. Physical accessibility and communication capability for persons with disabilities
 - c. Transportation (proximity to public transportation, special transportation programs, vouchers, etc.)

- d. Immediacy of services (waiting lists, prioritization of client need, availability in the evening, etc.)
- e. Language

7. Describe how you tailor your organization’s services to meet the culturally specific needs of the targeted populations. Provide examples of specific knowledge and experiences your organization has with these populations. How has your agency used that learning to inform services and staffing?
8. How do you coordinate with other service providers in the system to maximize efforts and ensure that clients achieve outcomes? Describe your key partnerships. How do they enhance the service(s) you provide to your clients?

Outcome Area #1 * Dropdown by category (up to 3 outcomes)

9. In achieving success toward this outcome area, what is the measurement indicator you use (e.g. % of clients moving into permanent housing or % clients become gainfully employed)?
10. Summarize your outcome targets and results for this measurement indicator, expressed as a percentage.

2017 Outcome Target	2017 Outcome Result	2019 Outcome Target
%	%	%

11. Provide a brief explanation of the outcome results and the data collection method.
12. How many FTEs are reflected in the 2019 Salary/Wage section of your Budget Expenses page?
13. If you anticipate a significant change your budget in 2019, please describe.
14. If your program is showing a deficit or surplus relative to revenue and expenses in 2019, please explain. Enter N/A if not applicable
15. Any other information that you would like to share that would help in making a funding decision?

Program-specific uploads

- Other items as required by cities

Upload 2017 Client Demographics and Residents Served

City	2017 Actual	2018 estimate	2019 projected	2019 city funded
Auburn				
Bellevue				
Bothell				
Burien				
Covington				
Des Moines				
Federal Way				
Issaquah				
Kenmore				
Kent				
Kirkland				
Redmond				
Renton				
Sammamish				
SeaTac				
Shoreline				
Tukwila				
Seattle				N/A
Other King County				N/A
Outside King County				N/A
Unknown				N/A
Total				

Upload Service Units Provided

(up to 3 SUs) Service Unit Name

Service Unit Measurement

Service Unit Description

City	2017 Actual	2018 estimate	2019 projected	2019 city funded
Auburn				
Bellevue				
Bothell				
Burien				
Covington				
Des Moines				
Federal Way				
Issaquah				
Kenmore				
Kent				
Kirkland				
Redmond				
Renton				
Sammamish				
SeaTac				
Shoreline				
Tukwila				
Seattle				N/A
Other King County				N/A
Outside King County				N/A
Unknown				N/A
Total				

Narrative: Explain any significant increase or decrease in service units shown between 2018 and 2019.

Salaries/Wages					
Benefits					
Subtotal					
Operating Other (see list in application)	2018 Expenses	2018 In-Kind	2019 Expenses	2019 In-Kind	2019 HSFC requested
Admin/Indirect					
Depreciation					
Direct aid to client					
Dues and Fees					
Equipment/supplies					
Insurance					
Postage/shipping					
Prof. services					
Rent and utilities					
Repair/maintenance					
Special Events					
Telecommunications					
Travel and training					
Other(specify)					
Subtotal					

Service Unit Name List

Adult Day Care
Advocacy
Basic Need Supplies
Case Management
Child Care
Chore Services/In-Home Care
Clothing Bank
Community Building
Counseling (Mental Health, DV, SA, Housing, Employment)
Crisis Line
Dental Care
Drop In Visit
Early Learning
Employment Services
Financial Aid
Food
Home Visit
House Rehabilitation
Information and Referral
Interpretation/Translation
Legal Services
Medical Care
Mentoring
Outreach
Placement
Shelter
Support Group
Technical Assistance
Tenant Services
Therapeutic Day Care
Training/Workshops/Classes
Transitional Housing
Transportation
Tutoring
Youth Services

Service Unit Measurement List

15 minutes
30 minutes
60 minutes
90 minutes
120 minutes

Appointment
Assessment
Bednight
Bundle of items
Contact
Day
Group Session
Household
Individual
Item
Meal
Miles
One-on-One Session
One-way trip
Phone call
Pound of food
Round trip
Visit
Voucher



Human Services Division
450 - 110th Avenue NE
Bellevue, WA 98004

Dee Dee Catalano, Human Services Grant Coordinator
(425) 452-6165 or dcatalano@bellevuewa.gov
Alex O'Reilly, Human Services Manager
(425) 452-2824 or aoreilly@bellevuewa.gov
Christy Stangland, Human Services Planner
(425) 452-6452 cstangland@bellevuewa.gov

THE APPLICATION

This application process is a request for proposals for the City's purchase of contracted human services from community organizations on behalf of Bellevue residents during calendar years 2019 and 2020.

AVAILABLE FUNDING AND CONTRACTS

The City uses local General Fund resources and federal Community Development Block Grant (CDBG) funds toward the purchase of human services activities.

An estimated total of \$3.5 million will be available through an open competitive grants application process to fund the operating costs of human services programs in 2019-2020. The total represents a small increase over the amount of funds available in prior years. The dollar amount your agency requests should be based upon what you believe to be an appropriate financial contribution by the City of Bellevue based upon the number of Bellevue residents served, the need for the services provided, and expected revenue from other sources.

Programs awarded funds will enter into a two-year (2019/2020) contract with the City. Funding for year two of the contract is contingent upon availability of funds and satisfactory contract performance.

APPLICATION ASSISTANCE

City of Bellevue staff is available to help with any questions related to the City's process and/or answer questions you may have about the content of the application. Please direct requests to Dee Dee Catalano at dcatalano@bellevuewa.gov or (425) 452 – 6165 (email is the preferred method of contact).

APPLICATION SUBMITTAL INFORMATION

Deadline. All applications are due on Tuesday, 4/10/2018 at 4:30 PM and must be submitted online through **WizeHive**.

- Applicants should note that applications will be submitted through an entirely online process.
- This site will not launch until 9:00 A.M. on 3/5/2018. **Do not attempt to start your application until that time.**

- Do not wait until the final days or hours to submit your application. **Late applications will not be accepted.**

Technical Assistance. To be completed when details from WizeHive are known

GUIDANCE REGARDING APPLICANT PROGRAMS

Determining a Funding Request

Funding requests should be reasonable, but applicants are encouraged to request what they realistically need, not just an amount tied to what they have previously received. If your program is seeking a substantial increase, be sure to explain the justification for the requested increase.

Programs New to City of Bellevue Funding

Any agency proposing programs that are not currently funded by the City of Bellevue must try to meet with city staff. Staff can help you determine if your proposal is a likely candidate for City funding in the context of the City's funding strategy and focus areas. Please contact Dee Dee Catalano, Human Services Grant Coordinator, at dcatalano@bellevuewa.gov. In addition, currently funded programs proposing significant changes in services should also contact staff.

You do **not** need to specify whether you are applying for General Fund or CDBG public service dollars. Applications are reviewed in the same manner and, if awarded, City staff and the Human Services Commission determine the most appropriate funding source.

Restrictions

Funding requests of less than **\$5,000** will not be considered for funding.

APPLICATION REVIEW PROCESS

Applications will be reviewed by the Bellevue Human Services Commission, a 7-member group of volunteer Bellevue residents appointed by the City Council to guide human services policy and funding recommendations for the City. The timeline is as follows:

Human Services Funders' Workshops	March 8, 2018 at Redmond City Hall, 9:00 – 11:00 am
WizeHive Launch Date/Time	March 5, 2018, 9:00 AM
City Staff Available for Program Consultation	March-April 2018
Applications Due	April 10, 2018 -- 4:30 PM
Review by Staff & Human Services Commission	April-July 2018
Public Hearing on Funding Recommendations	July 17, 2018 (subject to change)
City Council Discussion/Decision on 2019 CDBG Funding Recommendations	November/December 2018
City Council Discussion/Decision on 2019-2020 General Fund Recommendations	November/December 2018

All applicants are invited to attend the public hearing tentatively scheduled for July 17, 2018, held after preliminary recommendations are established, to provide comments on the recommendations before they are finalized.

FUNDING CRITERIA

2017-2018 Human Services Needs Update

The City of Bellevue recently completed its *2017-18 Human Services Needs Update*. The update was prepared to assist the Bellevue City Council, Human Services Commission, service providers and residents to: 1) understand the overall human services needs in the City; 2) identify regional and local trends and issues that impact Bellevue residents; 3) identify available resources and gaps within the community; 4) provide a framework for the allocation of resources to a continuum of human services; and 5) identify opportunities for collaboration and advocacy in human services areas that will enhance the quality of life for all Bellevue residents. The Human Services Commission used the information in this report as the primary basis for developing its funding focus areas for 2019-2020. You may also download the report from the City's website at: <https://bellevuewa.gov/city-government/departments/community-services/human-services/human-services-needs-update/>

Citing this source is strongly advised. Do not neglect to cite this source.

Funding Strategy

The Full Spectrum. The Bellevue Human Services Commission is committed to the City of Bellevue's policy of supporting the "full spectrum of community needs" ([Comprehensive Plan Policy HS-4](#)) and recommends that the City maintain continued support of the appropriate continuum of services. This will ensure that the critical human services infrastructure is available to all Bellevue residents. Accordingly, the full spectrum in HS-4 is expressed in the identified goal areas:

1. Food to eat and a roof overhead.
2. Supportive relationships within families, neighborhoods and communities.
3. A safe haven from all forms of violence and abuse.
4. Health care to be as physically and mentally fit as possible.
5. Education and job skills to lead an independent life.

Overarching Factors

The Commission took into consideration the following overarching issues as they developed their Focus Areas for 2019-2020 (not in priority order):

- The need for **affordable housing** for low and moderate-income residents is an urgent and timely issue in the county, Eastside, and City. Helping people maintain housing stability is critical to making homelessness rare, brief and one-time and requires affordable housing.
- **High cost of living** in East King County makes it more important that people have living

wage jobs. Employment training and education opportunities are integral to this stability.

- Support is needed as the population of **older adults** in Bellevue grows and people with disabilities are living longer. Many older adults and people with disabilities may need more services to remain independent. Often this support is provided by family, friends and neighbors who need opportunities to obtain respite from caregiving.
- **Culturally and linguistically appropriate services** must continue to expand as Bellevue becomes increasingly diverse.
- Lack of accessible **transportation** to access human services and employment is an ongoing problem identified by residents and providers. Requests for funding should address the ways in which this lack of access will be mitigated to the extent possible.

Focus Areas for 2019-2020

- Housing with services, particularly for people experiencing homelessness, including prevention and intervention programs that intervene early to stabilize people at risk of experiencing homelessness.
- Support for employment and the skills and services that result in a productive, living wage workforce that has opportunities to move up the wage ladder, and includes affordable quality child care options.
- Services that allow older adults and people with disabilities to remain independent and secure in the community and their caregivers to be supported.
- A continuum of services for children, youth and their families aimed at helping them succeed in school and in life.
- Heroin and opioid addiction is a growing crisis in the nation, and has deeply affected East King County and Bellevue as well.
- Need for on-demand treatment for mental illness and substance use disorder, including both in-patient and outpatient.

Further Considerations

- **Contract performance:** The Human Services Commission is diligent about ensuring good stewardship and accountability for the City's investments in human services. Contract performance, including meeting or exceeding contract goals and demonstrating the effectiveness of services through measurable outcome results, is taken into consideration for currently funded programs. The use of evidence based practices is also encouraged.
- **Leveraged funds:** Programs that use Bellevue funds to leverage dollars from other sources will be given higher priority.
- **Alignment with regional and local initiatives:** To the extent possible, Bellevue's funding will align with the goals, recommendations, and funding of other regional and local initiatives, including but not limited to:
 - o All Home Strategic Plan
 - o Eastside Pathways
 - o King County Mental Illness and Drug Dependency (MIDD 2)
 - o King County Best Starts for Kids Levy
 - o King County Veterans, Seniors and Human Services Levy
 - o Eastside Easy Rider Collaborative
 - o King County Mobility Coalition

- **Diversity and Cultural Competence:** The City of Bellevue’s Diversity Advantage Initiative asserts: “Bellevue welcomes the world. Diversity is our strength.” Cultural competence must be demonstrated in all applications for all forms of diversity, including race, language, ethnicity, gender, ability and age.
 - The applicant should describe how its services are tailored to meet the culturally specific needs of targeted populations.
 - The applicant should provide examples of the specific knowledge and experience the organization has with diverse populations.
 - The applicant should describe how its knowledge and experience informs its services and staffing to serve diverse populations.
- **Collective Impact:** To promote better stewardship of public funds, collaborative impact approaches are imperative. Investing in prevention and intervention programs that work to achieve common goals saves the City money in the long term.
- **Partnerships:** Programs which demonstrate significant partnerships with programs within or outside the agency (e.g. with public or private organizations, faith communities, etc.) will be given priority. This includes programs which have written agreements in place and does not include programs which are linked only by simple referrals. Specific, detailed examples must be included about collaborations that are actively in place or are planned with other organizations.

ADDITIONAL REQUIREMENTS

Uploads Required. On WizeHive, there is a “Supporting Documents and Final Submit” section, along with a list of documents the City is requesting as part of application reviews. Applicants should only use this “Supporting Documents” function to upload documents specifically requested by the cities relative to your application. Documents that are not requested by the City of Bellevue will not be reviewed.

Additional Uploads. Use the “Supporting Documents and Final Submit” section on WizeHive to upload the additional items listed below.

Eastside Pathways. This requirement is for programs that serve children and youth. If you do not service children and youth, this document is not required. Eastside Pathways is a collective impact organization in the Bellevue and Lake Washington School Districts that mobilize the community to support every child, step by step, from cradle to career. Families, providers, schools and cities unite around common goals, measurements, and strategies to maximize each child’s opportunity for a productive, fulfilling life.
(See www.eastsidepathways.org.)

In the last section of the online application (“Supporting Documents and Final Submit”) please upload a Word document (do not exceed one page, 12 pt. font, 1” margins) that answers the following bullets as is applicable to your agency:

- **If your organization is an Eastside Pathways partner,** please describe what your involvement has been thus far (e.g. member of the Leadership Team, participant in one of the collaboratives, etc.).
- **If your organization is an Eastside Pathways partner, please comment on what has changed in the way you do business as a result of your involvement.** This can include changes to your mission, day-to day operations, or other elements that are now incorporating a collective impact approach.

- **If you provide services to children and youth prenatally through college, but are not yet involved in Eastside Pathways**, please address how your organization plans to connect with the effort or why it has not already.
- The filename of this document should indicate your agency name and the word “Pathways” (e.g., ABCAgency_Pathways.doc).

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) PROGRAM YEAR 2019

The City of Bellevue is requesting proposals (submitted through a separate application process that is not through WizeHive) from organizations with prospective projects/programs that may be suitable for CDBG funding. The City of Bellevue is considering only non-construction capital projects, such as architectural/engineering and other soft costs eligible for CDBG.

There may be approximately \$635,000 available for CDBG in 2019. The City makes no guarantees regarding the availability or awarding of funding through CDBG. Projects funded should align with the City’s Consolidated Housing and Community Development Plan, which will inform the City’s Annual CDBG Action Plan. City funding decisions are subject to change based on funding availability.

DRAFT



**Parks and Community Services
Human Services Division
505 Market Street Ste A
Kirkland WA 98033**

Leslie R. Miller, Human Services Coordinator
(425) 587 – 3322 or lmiller@kirklandwa.gov

YEARS COVERED BY THIS APPLICATION PROCESS

Calendar years 2017 and 2018.

APPROXIMATE FUNDING AVAILABLE

In 2015 and 2016 the City of Kirkland allocated approximated \$775,000 each year to on-going human services contracts. The City of Kirkland has not determined the level of funding for 2017 and 2018. Please note: Funding requests should be reasonable, but applicants are encouraged to request what they realistically need, not just an amount tied to what they have previously received.

APPLICATION ASSISTANCE

City of Kirkland staff is available to help with any questions related to the City's process and/or answer questions you may have about the content of the application. Please note: All agencies not currently receiving funding from the City of Kirkland must contact the Human Services Coordinator before submitting any applications. Please direct questions to Leslie R. Miller at lmiller@kirklandwa.gov or (425) 587 – 3322.

APPLICATION REVIEW PROCESS

Applications will be reviewed by the City's Human Services Advisory Committee, a seven-member volunteer board appointed by the City Council. Committee recommendations are expected by September with consideration by City Council planned for October. Final allocation amounts will be approved and adopted as part of the overall City budget. City of Kirkland staff will notify agencies of final allocations following City Council approval, which is expected mid-December. Awarded funds will be available January 1, 2017, which is the start of the fiscal and program year.

FUNDING CRITERIA

In order to be considered for funding, agencies must:

1. Meet minimum insurance requirements. Contact City staff for details.
2. Be willing and able to accept reimbursement for funds.
3. Regularly track and submit required reports regarding services and demographics.
4. Serve City of Kirkland residents.
5. Have nonprofit status.
6. Demonstrate nondiscriminatory policies.

7. The City will not fund agencies/services that are the legal responsibility of another public agency or funding source (however, the City may choose to augment the source).

In general, the City of Kirkland recognizes the need to support agencies that meet the continuum of human service needs and welcomes applications from agencies that provide such services to City of Kirkland residents. Those programs best able to demonstrate solid outcomes for participants will be viewed most favorably. In addition, the committee will use elements of the City of Kirkland Comprehensive Plan to guide its funding decisions.

APPLICATION SUBMITTAL INFORMATION

Deadline

All applications are due on Thursday, 4/7/16 by 4:30 PM, Pacific Time and must be submitted online through share1app.culturegrants.org. Late applications will not be accepted.



MONROE CITY COUNCIL
Finance & Human Resources Committee Meeting
Tuesday, February 13, 2018, 5:30 P.M.
Agenda Bill

2018 Committee
 Councilmembers
 Jason Gamble
 Kevin Hanford
 Kirk Scarboro

SUBJECT:	Discussion: Proposed Economic Development Programs
-----------------	---

DATE:	DEPT:	CONTACT:	PRESENTER:	ITEM:
02/13/2018	Administration	Deborah Knight	Deborah Knight	New Business B

Discussion: 02/13/2018

- Attachments:
1. Business Recruitment and Retention proposals – Beckwith; CAI; Gold Rule; and Leland.
 2. “Choose Monroe” magazine proposal and pro forma – Philips Publishing

<p>REQUESTED ACTION:</p> <ol style="list-style-type: none"> 1. Review the proposals to provide business recruitment, retention and expansion (BRRE) services. Discuss the interview team’s recommendation. Make a recommendation to bring a contract to full city council for consideration on February 27, 2018. 2. Review the proposal to write, print, publish and distribute a community and visitor information magazine – “Choose Monroe” as part of the city’s effort to promote Monroe as a great place to live, work and play. Make a recommendation to bring a contract with Philips Publishing to full city council for consideration on February 27, 2018. 3. Discuss amending the North Kelsey budget by \$10,000 to fund the Makers contract; and amending the mayor’s professional services budget by \$32,000 to fund the proposed BRRE program

DESCRIPTION/BACKGROUND

The 2018 budget includes goals to build business recruitment, retention and expansion; and expand tourism promotion and marketing (BRRE). These goals are part of the overall effort to implement the City’s Economic Development Strategy. This agenda bill proposes contracts and a budget amendment to achieve these two goals.

Business, Recruitment, Retention and Expansion

The City’s economic development responsibilities are divided between the Mayor, Community Development Director, and City Administrator. There is limited coordination between the City, Chamber of Commerce, and Downtown Monroe Association to attract and keep businesses. The purpose of the proposed contract is to retain the services of a BRRE professional to lead the City’s BRRE team in reaching out to successful businesses; coordinating responses to business looking to expand and/or relocate; develop the tracking systems to measure success; and train members of the chamber, DMA and City how to implement a successful BRRE program.

In January City Staff issued a request for proposal seeking qualified firms and individuals to assist the City in developing and implementing a BRRE program. The selected firm or individual would be responsible for implementing BRRE goals identified in the city’s economic development plans. The consultant would not produce a study or set of recommendations. The scope of work is focused on implementing an action oriented program that involves applying existing studies and known strategies. The scope of work included the following:

- Assist in prioritizing the City's Economic Development Plan initiatives and City Council goals related to business recruitment, retention and expansion;
- Recommend, develop and implement programs and strategies for business expansion, retention and attraction, working closely with local businesses, business groups, and potential businesses to "Choose Monroe;"
- Develop print and on-line resources to respond to inquiries for available properties, economic and demographic data, and trends and resources;
- Advise and implement a 2018-2019 BRRE work plan in partnership with the Mayor, City Administrator, and economic development committee;
- Assist the City and Downtown Monroe Association with identifying, developing, and securing long-term sustainable sources of funding for downtown improvements;
- Set and establish metrics by which BRRE efforts can be measured and evaluated for effectiveness;
- Assist the City and Lodging Tax Advisory Committee with establishing methods and metrics for determining the efficacy of events at drawing outside visitors. Recommend ways to enhance events to attract non-residents to the community;
- Provide technical assistance at monthly economic development committee meetings and any other special meetings as required; and
- Represent the City as needed at meetings and events related to economic development.

The City received proposals from Community Attributes, Inc (cai); Beckwith; Golden Rule and Leland. Representatives from the Chamber, Downtown Monroe Association and City interviewed all four firms. Copies of the proposals are available upon request at city hall.

The interview team recommends contracting with Golden Rule. James Palmer, with Golden Rule previously worked for Department of Commerce as a business development manager. He has ten years of experience successfully targeting businesses and industry sectors to locate in Washington State. His proposal emphasized a hands-on approach.

Specific deliverables include face-to-face meetings with the City's top tax generators and employers; assisting the city with aggregating data for the economic development webpage; responding to inquiries from interested business owners; identifying recruiting targets; recommending incentives; Assisting the downtown Monroe Association to become financially independent; providing technical expertise to the Economic Development Advisory Board.

Under the proposed fee, the City would pay up to \$5,000 per month for a minimum of eighty (80) hours per month (\$62.50/hour).

Tourism Promotion and Marketing

The City has heard from a number of businesses that new residents and visitors to Monroe are unaware of the services offered in the community, special events, activities, and destinations that make Monroe special. As fewer people read local newspapers it is difficult for small business owners to reach visitors and residents.

Creating and distributing a visitor magazine is one option to reach both residents and visitors. Studies have shown that successful tourism campaigns improved consumer perceptions of each area as a positive place to live, work and play.

Tourism promotion and marketing magazines with quality paper, layouts and photographs play a major role in attracting visitors to destinations or attractions. Visitors use information in magazines to make decisions and it is the features and photos that have the most impact.

As publishing costs have fallen due to technology more and more communities magazines as a way to keep visitors and residents informed. The Washington State Visitor's Guide, Bellevue and Tacoma magazines are examples of high quality products that influence both visitors and residents.

In January, City Staff issued a request for proposal from a magazine and/or periodical publisher to sell advertisements, write, publish and distribute a magazine two times per year (April and October) to provide information about social activities, business opportunities, cultural activities, civic events, and/or educational programs available to residents and visitors of the area.

The goal is to sell advertisements to businesses, non-profits, individuals and governmental agencies interested in reaching city residents and other visitors to underwrite the costs related to the production and distribution of the magazine.

The City received one proposal from Philips Publishing. Philips Publishing has contracts with a number of local communities including Stanwood/Camano ("Discover Port Susan), Snohomish, Sedro Wooley, Lynnwood, Lakewood, Mill Creek and others.

A copy of the proposal and pro forma (cost and revenue estimate) is provided with Attachment 2

IMPACT – BUDGET

The 2018 budget includes \$50,000 in the North Kelsey Fund and \$38,000 in the Mayor's Budget to support economic development efforts. The City Council has authorized the following expenditures:

<u>North Kelsey</u>		<u>Economic Development</u>	
Budget	\$50,000	Budget	\$38,000
Bob Stowe	(\$42,500)	Makers	(\$10,000)
McKee Appraisal	<u>(\$7,000)</u>	Balance	\$28,000
Balance	\$500		

City staff are asking council to make two amendments to the 2018 budget:

1. Add \$10,000 to the North Kelsey budget (total \$60,000) to fund the Maker's contract for North Kelsey marketing materials.
2. Add \$32,000 to the economic development budget (total \$70,000) to fund the *Choose Monroe* magazine and BRRE consultant.

Budget	\$38,000	
Amendment	\$32,000	
Philips Publishing	(\$20,000)	2 issues - May and October
BRRE	<u>(\$50,000)</u>	10 months – March through December
Balance	(\$0)	

TIME CONSTRAINTS

The time constraint is dependent on the city council's interest in executing the proposal to retain a BRRE specialist and publish the *Choose Monroe* magazine.

ALTERNATIVES TO REQUESTED ACTION

The requested action is to discuss whether to use a grant application process in 2018 to evaluate requests for funding in the 2019 budget from human service and non-profit organizations serving the "poor and infirm".

The City Council may decide not to implement a grant application process in 2018 and continue with the current process of awarding funding on a case-by-case basis.



**CITY OF MONROE
SOLICITATION FOR
ECONOMIC DEVELOPMENT SERVICES**

SOLICITATION NUMBER	RELEASE DATE
RFP 2018-01	January 4, 2018
CLOSING DATE AND TIME	SUBMITTAL CONTACT
January 17, 2018 4:00PM	Deborah Knight
SUBMITTAL REQUIREMENT	SUBMITTAL EMAIL
Mail, Hand Delivery or Electronic	eadkisson@monroewa.gov

PLEASE READ CAREFULLY!

NOTICE IS HEREBY GIVEN, that the City of Monroe is seeking proposals for interested, experienced, and qualified firms or individuals for Economic Development Services.

BACKGROUND

The City of Monroe is committed to supporting economic development through business recruitment, retention and expansion. The City is seeking proposals from qualified firms and individuals to assist the city in prioritizing strategic business recruitment, retention and expansion (BRRE) initiatives; develop BRRE programs; and create metrics to ensure the City’s BRRE efforts are measurable and effective. Past reports and plans are available on the city’s website at www.monroewa.gov.

SCOPE OF WORK

The selected firm or individual will implement BRRE goals identified in the 2016 Downtown Revitalization Strategy; the Economic Element of the 2015 Comprehensive Plan; the 2015 Economic Development Strategy and the 2008 Downtown Master Plan. This is not intended to be a study but rather an action oriented program that involves applying existing studies and known strategies. The scope of work includes the following:

- Assist in prioritizing the City’s Economic Development Plan initiatives and City Council goals related to business recruitment, retention and expansion;

- Recommend, develop and implement programs and strategies for business expansion, retention and attraction, working closely with local businesses, business groups, and potential businesses to “Choose Monroe”;
- Develop print and on-line resources to respond to inquiries for available properties, economic and demographic data, and trends and resources;
- Advise and implement a 2018-2019 BRRE work plan in partnership with the Mayor, City Administrator, and economic development committee;
- Assist the City and Downtown Monroe Association with identifying, developing, and securing long-term sustainable sources of funding for downtown improvements;
- Set and establish metrics by which BRRE efforts can be measured and evaluated for effectiveness;
- Assist the City and Lodging Tax Advisory Committee with establishing methods and metrics for determining the efficacy of events at drawing outside visitors. Recommend ways to enhance events to attract non-residents to the community;
- Provide technical assistance at monthly economic development committee meetings and any other special meetings as required;
- Represent the City as needed at meetings and events related to economic development;

TIMELINE

RFP issued: Thursday, January 4, 2018
 Proposals due by: 4:00PM Wednesday, January 17, 2018
 City Council action on PSA: Tuesday, February 6, 2018
 Work begins upon execution of the PSA estimated for February 12, 2018

SUBMISSION REQUIREMENTS

1. A resume or statement of qualifications.
2. Relevant experience of project personnel
3. Summary of the proposed approach to implement the scope of work
4. Three to five professional references with emphasis on services similar to this proposal
5. A fee schedule including hourly rates, miscellaneous fees and other anticipated expenses
6. Proof of insurance as required by the PSA
7. Washington State Unified Business Number (UBI)

SUBMISSION INSTRUCTIONS

- Proposals are due in the office of the City Clerk no later than 4:00 PM local time, Wednesday, January 17, 2018.
- Proposals may be submitted by email. Electronic copies must be submitted in MS Word or PDF format by email to eadkisson@MonroeWA.gov (Do not submit proposals as a Zip file.)
- Proposals may be mailed or delivered to:

City of Monroe
 Attn: Elizabeth Adkisson
 806 W. Main St., Monroe, WA 98272

The City is not responsible for late delivery caused by the Postal or Private Carriers.

Submittals received after the deadline may not be evaluated.

The City reserves the right to reject any and all responses, and to waive all informalities. City of Monroe employees are precluded from giving out information on the process of selection, which might possibly give an inquiring firm or individual an advantage in the selection process.

QUALIFICATIONS

Proposers shall have the following qualifications:

- Proven experience working with government, quasi-government, trade, or non-profit organizations developing and implementing successful BRRE programs.
- Substantial experience in assisting businesses to relocate or expand.
- Knowledge of laws and regulations that impact business operations and real property transaction in Washington cities.
- Familiarity with City Council goals, Economic Development Strategic Plans, and Monroe Municipal Codes related to planning and permitting for commercial development.
- Availability to meet regularly with City of Monroe staff and council members, businesses, and property owners and business organizations such as the Downtown Monroe Association and Monroe Chamber of Commerce.

CONTRACT

The contract is for one year from February 1, 2018 through February 1, 2019. The parties may agree to extend the contract for two (2) additional one-year terms. Consultant and the City will execute a standard City of Monroe Professional Services Agreement (PSA) (Attachment A).

FEE STRUCTURE, PAYMENT AND ADMINISTRATION

Proposals should include details for time, fee structure, staff costs, overhead and other related expenses. The proposal will outline maximum costs for:

- Professional services
- Any production costs
- Other anticipated expenses.

SELECTION CRITERIA

Proposals will be evaluated to determine the consultant or firm best suited to complete the project based on qualifications, experience and pricing including:

1. Resume or statement of qualifications.
2. Relevant experience of project personnel
3. Summary of the proposed approach to implement the scope of work
4. Professional references

5. Fee schedule including hourly rates, miscellaneous fees and other anticipated expenses
6. Ability to communicate effectively

QUESTIONS

Questions regarding the scope of work and the RFP process are to be addressed to Deborah Knight, at DKnight@MonroeWA.gov

CONSULTANT AGREEMENT	
PROJECT TITLE AND IDENTIFICATION NUMBER 1	WORK DESCRIPTION 2
CONSULTANT 3	CONSULTANT CONTACT NAME, AND TELEPHONE NO. 4
FEDERAL I.D. NO. 5	BUDGET OR FUNDING SOURCE 6
PROJECT ADMINISTRATOR NAME, ADDRESS AND TELEPHONE NO. 7	MAXIMUM AMOUNT PAYABLE, IF ANY 8
COMPLETION DATE 9	10 <input type="checkbox"/> Lump Sum <input type="checkbox"/> Cost Plus a Fixed Fee <input type="checkbox"/> Schedule Rate/Time and Materials <input type="checkbox"/> Time and Materials/Not to Exceed

THIS AGREEMENT is entered into on _____, 2018 between the City of Monroe, Washington, hereinafter called "the CITY", and the above person, firm or organization, hereinafter called "the CONSULTANT".

WHEREAS, the CITY desires to accomplish the above-referenced project; and

WHEREAS, the CITY does not have sufficient staff or expertise to meet the required commitment and therefore deems it advisable and desirable to engage the assistance of a CONSULTANT to provide the necessary services for the project; and

WHEREAS, the CONSULTANT has represented to the CITY that the CONSULTANT is in compliance with the professional registration statutes of the State of Washington, if applicable, and has signified a willingness to furnish consulting services to the CITY, now, therefore,

IN CONSIDERATION OF the terms and conditions set forth below, or attached and incorporated and made a part hereof, the parties agree as follows:

1. Retention of Consultant - Scope of Work. The CITY hereby retains the CONSULTANT to provide professional services as defined in this agreement and as necessary to accomplish the scope of work attached hereto as Exhibit A and incorporated herein by this reference as if set forth in full. The CONSULTANT shall furnish all services, labor and related equipment necessary to conduct and complete the work, except as specifically noted otherwise in this agreement.

2. Completion of Work. The CONSULTANT shall not begin any work under the terms of this agreement until authorized in writing by the CITY. The CONSULTANT shall complete all work required by this agreement according to the schedule attached as Exhibit B and incorporated herein by this reference as if set forth in full. A failure to complete the work according to the attached schedule, except where such failure is due to circumstances beyond the control of the CONSULTANT, shall be deemed a breach of this agreement. The established completion time shall not be extended because of any delays attributable to the CONSULTANT, but may be extended by the CITY, in the event of a delay attributable to the CITY, or because of unavoidable delays caused by circumstances beyond the control of the CONSULTANT. All such extensions shall be in writing and shall be executed by both parties.

3. Payment. The CONSULTANT shall be paid by the CITY for satisfactorily completed work and services satisfactorily rendered under this agreement as provided in Exhibit C, attached hereto and incorporated herein by this reference as if set forth in full. Such payment shall be full compensation for work performed or services rendered and for all labor, materials, supplies, equipment, and incidentals necessary to complete the work specified in the Scope of Work attached. The CONSULTANT shall be entitled to invoice the CITY no more frequently than once per month during the course of the completion of work and services by the CONSULTANT. Invoices shall detail the work performed or services rendered, the time involved (if compensation is based on an hourly rate) and the amount to be paid. The

CITY shall pay all such invoices within 45 days of submittal, unless the CITY gives notice that the invoice is in dispute. In no event shall the total of all invoices paid exceed the maximum amount payable set forth above, if any, and the CONSULTANT agrees to perform all services contemplated by this agreement for no more than said maximum amount.

4. Changes in Work. The CONSULTANT shall promptly make such changes and revisions in the complete work provided by this agreement as may be necessary to correct errors made by the CONSULTANT and appearing therein when required to do so by the CITY. The CONSULTANT shall make such corrective changes and revisions without additional compensation from the CITY. Should the CITY find it desirable for its own purposes to have previously satisfactorily completed work or parts thereof changed or revised, the CONSULTANT shall make such revisions as directed by the CITY; this work shall be considered as Extra Work and will be paid for as provided in Section 5.

5. Extra Work.

A. The CITY may, at any time, by written order, make changes within the general scope of the agreement in the services to be performed. If any such change causes an increase or decrease in the estimated cost of, or the time required for, performance of any part of the work or services under this agreement, whether or not changed by the order, or otherwise affects any other terms or conditions of the agreement, the CITY shall make an equitable adjustment in the (1) maximum amount payable; (2) delivery or completion schedule or both; and (3) other affected terms, and shall modify the agreement accordingly.

B. The CONSULTANT must submit any "proposal for adjustment" under this clause within 30 days from the date of receipt of the written order to make changes. However, if the CITY decides that the facts justify it, the CITY may receive and act upon a proposal submitted before final payment of the agreement.

C. Failure to agree to any adjustment shall be a dispute as provided in Section 18. Notwithstanding any such dispute, the CONSULTANT shall proceed with the agreement as changed.

D. Notwithstanding any other provision in this section, the maximum amount payable for this agreement shall not be increased or considered to be increased except by specific written amendment of this agreement.

6. Ownership of Work Product. Any and all documents, drawings, reports, and other work product produced by the CONSULTANT under this agreement shall become the property of the CITY upon payment of the CONSULTANT'S fees and charges therefore. The CITY shall have the complete right to use and re-use such work product in any manner deemed appropriate by the CITY, provided, that use on any project other than that for which the work product is prepared shall be at the CITY'S risk unless such use is agreed to by the CONSULTANT. Electronic versions of all work products shall be

provided to the CITY in a format compatible with CITY software, except to the extent expressly waived in the attached exhibits.

7. Independent Contractor. The CONSULTANT is an independent contractor for the performance of services under this agreement. The CITY shall not be liable for, nor obligated to pay to the CONSULTANT, or any employee of the CONSULTANT, sick leave, vacation pay, overtime or any other benefit applicable to employees of the CITY, nor to pay or deduct any social security, income tax, or other tax from the payments made to the CONSULTANT which may arise as an incident of the CONSULTANT performing services for the CITY. The CITY shall not be obligated to pay industrial insurance for the services rendered by the CONSULTANT.

8. Indemnity. The CONSULTANT agrees to hold harmless, indemnify and defend the CITY, its officers, agents, employees and volunteers from and against any and all claims, injuries, losses, suits, costs or liability, including attorneys' fees (collectively, "Claims"), specifically including without limitation Claims resulting from injuries, sickness or death of employees of the CONSULTANT and/or damage to property, arising out of or otherwise resulting from the acts, errors, or omissions of the CONSULTANT, its officers, agents, subconsultants or employees, in connection with the services required by this agreement, provided, however, that: The CONSULTANT's obligation to indemnify, defend and hold harmless shall not extend to Claims caused by or resulting from the sole willful misconduct or sole negligence of the City.

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 the CONSULTANT and the CITY, its officers, officials, employees, and volunteers, the CONSULTANT's liability, including the duty and cost to defend, hereunder shall be only to the extent of the CONSULTANT's negligence.

It is further specifically and expressly understood that the indemnification provided herein constitutes the CONSULTANT'S waiver of immunity under Industrial Insurance, Title 51 RCW, solely for the purposes of this indemnification. This waiver has been mutually negotiated by the parties.

The CITY's acceptance or approval of any services or work product under this agreement shall not be deemed to reduce, abridge, limit or otherwise alter the CONSULTANT's obligations as set forth in this section, unless such intent is expressly stated in writing by the CITY.

The provisions of this section shall survive the expiration or termination of this agreement.

9. Insurance. The CONSULTANT shall procure and maintain for the duration of the agreement, insurance against claims for injuries to persons or damage to property which may arise from or in connection with the performance of the work hereunder by the CONSULTANT, its agents, representatives, or employees.

A. Minimum Scope of Insurance

CONSULTANT shall obtain insurance of the types described below:

1. Automobile Liability insurance covering all owned, non-owned, hired and leased vehicles. Coverage shall be written on Insurance Services Office (ISO) form CA 00 01 or a substitute form providing equivalent liability coverage. If necessary, the policy shall be endorsed to provide contractual liability coverage.

2. Workers' Compensation coverage as required by the Industrial Insurance laws of the State of Washington.

3. Professional Liability Professional liability insurance appropriate to the CONSULTANT's profession.

B. Minimum Amounts of Insurance

CONSULTANT shall maintain the following insurance limits:

1. Automobile Liability insurance with a minimum combined single limit for bodily injury and property damage of \$1,000,000 per accident.

2. Professional Liability Professional liability insurance appropriate to the CONSULTANT's profession.

The amounts listed above are the minimum deemed necessary by the CITY to protect the CITY'S interests in this matter. The CITY has made no recommendation to the CONSULTANT as to the insurance necessary to protect the CONSULTANT'S interests and any decision by the CONSULTANT to carry or not carry insurance amounts in excess of the above is solely that of the CONSULTANT.

C. Other Insurance Provisions.

All insurance shall be obtained from an insurance company authorized to do business in the State of Washington. Excepting the professional liability insurance, the CITY will be named on all insurance as an additional insured. The CONSULTANT shall submit a certificate of insurance to the CITY evidencing the coverages specified above, together with an additional insured endorsement naming the CITY, within fifteen (15) days of the execution of this agreement and prior to the performance of any work specified hereunder. The certificates of insurance shall cover the work specified in or performed under this agreement. The certificate and endorsement must be project and/or site specific.

D. Cancellation.

The CONSULTANT shall provide the CITY with written notice of any policy cancellation within two business days of its receipt of such notice. No cancellation, reduction or modification of the foregoing policies shall be effective without thirty (30) days prior written notice to the CITY.

The CONSULTANT's insurance coverage shall be primary insurance as respect the City. Any insurance, self-insurance, or insurance pool coverage maintained by the CITY shall be excess of the CONSULTANT's insurance and shall not contribute with it.

E. Acceptability of Insurers.

Insurance is to be placed with insurers with a current A.M. Best rating of not less than A:VII.

F. No Limitation.

The CONSULTANT's maintenance of insurance as required by this agreement shall not be construed to limit the liability of the CONSULTANT to the coverage provided by such insurance, or otherwise limit the CITY'S recourse to any remedy available at law or equity.

G. Failure to Maintain Insurance.

Failure on the part of the CONSULTANT to maintain the insurance as required shall constitute a material breach of contract, upon which the CITY may, after giving five business days notice to the CONSULTANT to correct the breach, immediately terminate this agreement or, at its discretion, procure or renew such insurance and pay any and all premiums in connection therewith, with any sums so expended to be repaid to the CITY on demand, or at the sole discretion of the CITY, offset against funds due the CONSULTANT from the CITY.

H. City Full Availability of Consultant Limits.

If the CONSULTANT maintains higher insurance limits than the minimums shown above, the CITY shall be insured for the full available limits of Commercial General and Excess or Umbrella liability maintained by the CONSULTANT, irrespective of whether such limits maintained by the CONSULTANT are greater than those required by this agreement or whether any certificate of insurance furnished to the CITY evidences limits of liability lower than those maintained by the CONSULTANT.

10. Records Retention and Disclosure. The CONSULTANT shall keep all records related to this agreement for a period of three years following completion of the work for which the CONSULTANT is retained. The CONSULTANT shall permit any authorized representative of the CITY, and any person authorized by the CITY for audit purposes, to inspect such records at all reasonable times during regular business hours of the CONSULTANT. Upon request, the CONSULTANT will provide the CITY with reproducible copies of any such records. The copies will be provided without cost if required to substantiate any billing of the CONSULTANT, but the CONSULTANT may charge the CITY for copies requested for any other purpose. The CONSULTANT shall also provide a complete electronic copy of all reports, plans, and specifications upon completion of the work or upon request of the CITY.

Separate from and additional to the foregoing, the CONSULTANT shall fully cooperate with and assist the CITY with respect to any request for public records received by the CITY and related to any public records generated, produced, created and/or possessed by the CONSULTANT and related to the services performed under this agreement. Upon written demand by the CITY, the CONSULTANT shall furnish the CITY with full and complete copies of any such records within five business days.

The CONSULTANT's failure to timely provide such records upon demand shall be deemed a material breach of this agreement. To the extent that the CITY incurs any monetary penalties, attorneys' fees, and/or any other expenses as a result of such breach, the CONSULTANT shall fully indemnify and hold harmless the CITY as set forth in Section 8.

For purposes of this section, the term "public records" shall have the same meaning as defined by Chapter 42.17 RCW and Chapter 42.56 RCW, as said chapters have been construed by Washington courts.

The provisions of this section shall survive the expiration or termination of this agreement.

11. Notices. All notices required to be given by either party to the other under this agreement shall be in writing and shall be given in person or by mail to the addresses set forth in the box for the same appearing at the outset of this agreement. Notice by mail shall be deemed given as of the date the same is deposited in the United States mail, postage prepaid, addressed as provided in this paragraph.

12. Project Administrator. The Project Administrator shall be responsible for coordinating the work of the CONSULTANT, for providing any necessary information for and direction of the CONSULTANT's work in order to ensure that it generally meets the requirements of this agreement, and for reviewing, monitoring and approving the general quality and quantity of such work. The CONSULTANT shall report to and take any necessary direction from the Project Administrator. Provided, that nothing in this section shall be construed as altering the CONSULTANT'S duty of care or otherwise limiting, abridging, waiving or reducing the CONSULTANT'S obligations under this agreement.

13. Conflict Amongst Main Agreement and Attachments. In case of conflict between the Exhibits to this agreement and the portions of this agreement preceding the signature lines (Sections 1-23), the terms of Sections 1-23 shall prevail. Any limitations on liability and indemnification expressed in the attached exhibits beyond those specified in Sections 8 and 9 (prior to signature line) shall be null and void.

14. Termination. The CITY reserves the right to terminate this agreement at any time upon ten (10) days written notice to the CONSULTANT. Any such notice shall be given to the address specified in Box 3 on page 1. In the event that this agreement is terminated by the CITY other than for

fault on the part of the CONSULTANT, a final payment shall be made to the CONSULTANT for all services satisfactorily performed. No payment shall be made for any work completed after ten (10) days following receipt by the CONSULTANT of the notice to terminate. In the event that services of the CONSULTANT are terminated by the CITY for fault on part of the CONSULTANT, the amount to be paid shall be determined by the CITY with consideration given to the actual cost incurred by the CONSULTANT in performing the work to the date of termination, the amount of work originally required which would satisfactorily complete it to date of termination, whether that work is in a form or type which is usable to the CITY at the time of termination, the cost of the CITY of employing another firm to complete the work required, and the time which may be required to do so.

15. Non-Discrimination. The CONSULTANT agrees not to discriminate against any customer, employee or applicant for employment, subcontractor, supplier or materialman, because of race, color, creed, religion, national origin, marital status, sex, sexual orientation, age or handicap, except for a bona fide occupational qualification. The CONSULTANT understands that if it violates this provision, this agreement may be terminated by the CITY and that the CONSULTANT may be barred from performing any services for the CITY now or in the future.

16. Subcontracting or Assignment. The CONSULTANT may not assign or subcontract any portion of the services to be provided under this agreement without the express written consent of the CITY. Any subconsultants approved by the CITY at the outset of this agreement are named on Exhibit D attached hereto and incorporated herein by this reference as if set forth in full.

17. Non-Waiver. Payment for any part of the work or services by the CITY shall not constitute a waiver by the CITY of any remedies of any type it may have against the CONSULTANT for any breach of the agreement by the CONSULTANT, or for failure of the CONSULTANT to perform work required of it under the agreement by the CITY. Waiver of any right or entitlement under this agreement by the CITY shall not constitute waiver of any other right or entitlement.

18. Resolution of Disputes; Governing Law and Venue. This agreement shall be governed by and construed in accordance with the laws of the State of Washington. If any dispute arises out of or in connection with this agreement, including any question regarding its existence, enforceability, interpretation, or validity, the parties will, if practicable, meet and confer in good faith for a period of fourteen (14) days to attempt to resolve such dispute without an adversary proceeding. If at the end of the fourteen (14) day period such attempt at resolution is unsuccessful, the parties may resort to litigation. The exclusive venue for any litigation arising out this agreement shall be the Snohomish County Superior Court. The substantially prevailing party in any such litigation shall be entitled to an award of its reasonable attorneys' fees.

19. Taxes. The CONSULTANT will be solely responsible for the payment of any and all applicable taxes related to the services provided under this agreement and if such taxes are required to

be passed through to the CITY by law, the same shall be duly itemized on any billings submitted to the CITY by the CONSULTANT.

20. Code of Ethics. The CONSULTANT and all subconsultants/subcontractors shall also comply with the Monroe Code of Ethics (Exhibit E), Chapter 2.52 MMC. Any violation of Chapter 2.52 MMC by the CONSULTANT or any of its subconsultants/subcontractors shall be considered a material breach of this Agreement.

21. Entire Agreement. This agreement represents the entire integrated agreement between the CITY and the CONSULTANT, superseding all prior negotiations, representations or agreements, written or oral. This agreement may be modified, amended, or added to, only by written instrument properly signed by both parties hereto.

22. Legal Compliance. In the performance of work under this agreement, the CONSULTANT shall comply with all federal, state and municipal laws, ordinances, rules and regulations that are applicable to the CONSULTANT's business, equipment, and personnel engaged in operations covered by this agreement or accruing out of the performance of such operations.

23. Risk of Loss. The CONSULTANT shall be solely responsible for the safety of its employees, agents and subcontractors in the performance of the work hereunder and shall take all protections reasonably necessary for that purpose. All work shall be done at the CONSULTANT's own risk, and the CONSULTANT shall be solely responsible for any loss of or damage to materials, tools, or other articles used or held for use in connection with the work.

IN WITNESS WHEREOF, the parties hereto have executed this agreement as of the day and year first above written.

CONSULTANT:

CITY OF MONROE:

Geoffrey Thomas, City Mayor

By: _____

Title: _____

ATTEST/AUTHENTICATED:

Elizabeth M. Adkisson, MMC, City Clerk

EXHIBIT A

SCOPE OF WORK

EXHIBIT B

COMPLETION SCHEDULE

EXHIBIT C

FEE SCHEDULE

EXHIBIT D

SUBCONSULTANT LIST

EXHIBIT E

MONROE CODE OF ETHICS

[2.52.010](#) Purpose – Construction.

[2.52.020](#) Definitions.

[2.52.030](#) Award of contracts prohibited.

[2.52.040](#) Board of ethics – Public officials.

[2.52.050](#) Miscellaneous provisions.

[2.52.060](#) Appeal – Penalties for violation.

2.52.010 Purpose – Construction.

The city of Monroe hereby adopts the code of ethics for municipal officers codified at Chapter [42.23](#) RCW, inclusive of any future amendments thereof. It is the city's specific intent that the ethical standards set forth at Chapter [42.23](#) RCW shall govern the conduct of municipal officers within the city of Monroe. Except as expressly provided in this chapter, the city disclaims any intent to impose substantive standards of conduct that are more stringent than or otherwise different from those set forth in Chapter [42.23](#) RCW with respect to the subject matter of said chapter. (Ord. 019/2013 § 1 (Exh. A); Ord. 003/2010 § 1 (Exh. A))

2.52.020 Definitions.

The following words and phrases as used in this chapter shall, unless the context clearly indicates otherwise, have the following meanings:

- A. "Advisory opinion" means an opinion rendered by the board of ethics, based upon hypothetical circumstances, indicating how the board would rule on a matter having the same or sufficiently parallel facts, should an adversary proceeding develop.
- B. "Hypothetical circumstances" means circumstances of fact framed in such a manner as to call for an opinion from the board based on a series of assumptions and not based on the known or alleged past or current conduct of a specific public official or employee that could be the basis of a complaint under MMC [2.52.040](#).
- C. "Prima facie showing" means evidence which, standing alone and unexplained, would maintain the proposition and claimed violation of this chapter set forth in the complaint. (Ord. 019/2013 § 1 (Exh. A); Ord. 003/2010 § 1 (Exh. A))

2.52.030 Award of contracts prohibited.

Members of the city of Monroe, Washington, boards, commissions, and city staff are prohibited from being awarded contracts with the city. Exceptions to this rule are those covered by the CBA, RCW and WAC. This section was submitted to the Monroe city council as an initiative with enough required signatures to be submitted to the voters. The city council adopted the initiative as an ordinance as an alternative to placing on the ballot. Consequently, to the extent required by law, this subsection shall be construed as superseding any conflicting city requirements or requirements that otherwise operate to illegally amend the requirements of an initiative. (Ord. 019/2013 § 1 (Exh. A); Ord. 003/2010 § 1 (Exh. A))

2.52.040 Board of ethics – Public officials.

There is hereby created a board of ethics for city of Monroe public officials. The purpose of this board is to issue advisory opinions on the provisions of this code of ethics and to review and report to the city council on any alleged violations of the code of ethics, all as set forth below. The board shall also provide recommendations on amendments to the ethics ordinance, as directed by the city council:

A. Composition. The board of ethics shall be composed of five members. None of these may be a public official, city employee or immediate family of either. The mayor shall appoint the board members, with the confirmation of the city council. The board of ethics must be citizens of the United States and residents of the city they serve for at least one year before their appointment to the ethics board.

The regular term of office for members of the board of ethics shall be three years. Each member shall hold office until a successor is appointed and confirmed. Regular terms shall commence January 1st and end December 31st. Initial terms shall be staggered with two members appointed for terms beginning upon their appointment in 2004 and ending December 31, 2004; two members appointed for terms beginning upon their appointment and ending December 31, 2005; and one member appointed for a term beginning upon his or her appointment and ending December 31, 2006. After expiration of the initial terms, subsequent appointees shall serve a regular three-year term.

The board shall elect from its membership a presiding officer who shall be referred to as a chairman, chairwoman, or chairperson, as may be appropriate, who shall serve for a period of one year, unless reelected.

A majority of the board of ethics shall constitute a quorum. The board shall meet as frequently as it deems necessary, or at the request of the mayor or a quorum of the city council. The board shall adopt procedures governing the conduct of its meetings, hearings and the issuance of opinions.

B. Specific Complaint Against a Public Official.

1. Any person may submit a written complaint to the mayor or city administrator alleging one or more violations of this ethics code by a public official. The allegation shall set forth specific facts with precision and detail, sufficient for a determination of sufficiency by the board. The complaint shall also set forth the specific sections and subsections of this code that the facts violate, and the reasons why. Complaints should be signed by the person or persons submitting them and include the submitter's correct name, address at which mail may be personally delivered to the submitter, and the telephone number at which the submitter may be contacted.

2. The mayor or his/her designee shall inform the public official and the council of the complaint and shall submit the complaint to the board for determination of sufficiency of the complaint within twenty-four hours of its receipt. Voice mail, email or similar notification of the defendant is

acceptable if actual notice is not immediately practicable. A copy of the complaint shall also be sent to the defendant by registered mail within three days of receipt. A complaint cannot be sufficient unless it precisely alleges and describes unjustified acts which constitute a prima facie showing of a violation of a specified provision or provisions of this code. The purpose of requiring that the complaint be sufficient is to ensure that the complaint is supported by identifiable facts, and to ensure that the complaint is not based on frivolous charges.

3. The complainant shall have the responsibility for proving the allegations in the complaint by a preponderance of the evidence.

4. Complaints shall be subject to a two-year statute of limitation. The limitations period shall commence from the date that information on completion of the alleged misconduct was reasonably available to the public.

5. Complaints may be amended as authorized by the decision-maker as justice requires; provided, that the time frames of the review process provide the defendant with a fair opportunity to respond.

6. All public officials and employees, excluding the alleged violator, shall observe strict confidentiality as to the complaint and alleged violator until the review is complete, to the extent that the information is acquired as a result of a person's status as a public official or employee. Confidentiality after completion shall be maintained unless the complaint or finding is released through a public disclosure request filed with the city attorney. City officials and employees may divulge information to the extent necessary to defend against inaccurate or misleading public information about their involvement in the complaint review process. The ethics board and/or city council may divulge information to the extent necessary to correct any inaccurate or misleading public information about the complaint review process. Any person who violates this subsection shall not be subject to criminal penalties; however, a violation of this subsection may result in disciplinary action against such person. The city council may remove a member of the board of ethics from the board if it determines that the member has violated this subsection.

7. The board shall hold a hearing for the purpose of determining sufficiency of written complaints. The board shall begin the hearing no later than twenty days after the complaint is received and shall conclude the hearing(s) no later than twenty-four days after it receives the complaint; provided, however, that the running of these time periods shall be tolled and the complaint proceedings shall be stayed in the event the board makes application to the city council for continuance of the proceedings. Such continuances may only be granted by the city council when there is demonstrable and compelling reason(s) to do so, and may not exceed ten days. The board shall render a written report, setting forth its findings of sufficiency as to whether or not the individual against whom the complaint was filed may have violated the code of ethics.

8. The determination of sufficiency or insufficiency by the board is final and binding, and no administrative or other legal appeal is available. If the finding is one of sufficiency of the complaint, then the complaint shall be heard and reported as set forth below.

9. No report may be issued by the board, unless a person or entity complained against has had an opportunity to present information on his, her or its behalf at a hearing before the board.

10. A copy of the written report on sufficiency shall be delivered to the city council, person complained against, and the complaining party within ten days of conclusion of the hearing, unless a longer time period has been requested by the person complained against, and has been approved by the board or unless a longer time period has been requested by the board and has been approved by the city council.

11. In the event the written report provides that the board has found sufficiency in the allegations against whom the complaint has been filed, the matter shall be referred for hearing to the city's hearings examiner unless the defendant requests the matter be heard by the ethics board. (Hearings examiners will be rotated from a rotational roster maintained by the city and shall be licensed and practicing attorneys who are not residents of the city.)

a. Hearings by a hearings examiner or the ethics board must be held within twenty days of a finding of sufficiency unless an extension is requested, or granted, by the defendant. The hearing must be concluded within ten days of commencement of the hearing unless extended by the request or agreement of the defendant.

b. Findings of fact and conclusions and opinion of the hearings examiner or the ethics board must be received by the council no later than seven days after the conclusion of the hearing.

c. The complainant or defendant may request a subpoena for documentary evidence or the attendance of witnesses by making a written application to the mayor describing in detail the subject matter of the proposed subpoena and an explanation of why such information is reasonably necessary in order to conduct the hearing. The subpoena may be issued in the event the mayor determines the subpoena request is reasonable, relevant to the complaint and within the subpoena power of the city. The request for a subpoena shall be submitted to the mayor within two business days after the determination of sufficiency and the mayor shall have two business days to issue a decision. In the event the mayor denies the request or the complaint alleges a violation of the ethics code by the mayor, the defendant or complainant may request a decision from the city council. City council review shall be scheduled for the next regular city council business meeting or study session, unless an earlier special meeting is available. The commencement of the hearing on the merits shall be delayed until five days after the council makes a decision on whether to issue a subpoena.

12. In the event the final determination by either the hearings examiner or the ethics board provides that the individual against whom the complaint has been filed has violated the code of ethics, the council shall convene and render its decision within seven days of the receipt of said determination unless an extension is requested by the defendant and granted by council. In the event that the city council members agree by majority vote that one or more of the violations occurred, then as to the violations the city council may take any of the following actions by a majority vote of the council; provided, that penalties may only be based upon violations alleged in the complaint or amended complaint and not upon other violations discovered during the complaint process:

a. Admonition. An admonition shall be a verbal nonpublic statement made by the mayor to the individual.

b. Reprimand. A reprimand shall be administered to the individual by letter. The letter shall be approved by the city council and shall be signed by the mayor. If the individual objects to the content of such letter, he or she may file a request for review of the letter of reprimand with the city council. The city council shall review the letter of reprimand in light of the report and the request for review, and may take whatever action appears appropriate under the circumstances. The action of the city council shall be final and not subject to further review.

c. Censure. A censure shall be a written statement administered personally to the individual. The individual shall appear at a time and place directed by the city council to receive the censure. Notice shall be given at least twenty days before the scheduled appearance at which

time a copy of the proposed censure shall be provided to the individual. Within five days of receipt of the notice, the individual may file a request for review of the content of the proposed censure with the city council. Such a request will stay the administration of the censure. The city council shall review the proposed censure in light of the report and the request for review, and may take whatever action appears appropriate under the circumstances. The action of the city council shall be final and not subject to further review. If no such request is received, the censure shall be administered at the time and place set. It shall be given publicly, and the individual shall not make any statement in support of or in opposition thereto or in mitigation thereof. A censure shall be deemed administered at the time it is scheduled whether or not the individual appears as required.

d. Removal. In the event the individual against whom the complaint has been filed is a member of a city board, commission, committee, or other multi-member bodies appointed by the mayor with the approval of the city council, the city council may, by a majority vote, remove the individual from such board, commission or committee; provided, however, that nothing in this section authorizes the city council to remove a council member or the mayor from his or her office.

13. Proceedings by the board or the hearings examiner when they relate to action involving a person shall be made in executive session; however, upon request of the person involved, the proceeding shall be open to the public. The complaint, the determination of sufficiency or no sufficiency, and written report of the board or the hearings examiner shall be considered public records.

14. Action by the city council shall be by majority vote. If the proceeding involves a member of the city council, the member does not vote on any matter involving the member. As provided in RCW [35A.12.100](#), the mayor shall vote in the case of a tie, except if the action is against the mayor. Deliberation by the council may be in executive session; however, upon request of the person complained against, the meeting shall be open to the public.

15. A complaint cannot be sufficient unless it precisely alleges and describes unjustified acts, which constitute a prima facie showing of a violation of a specified provision or provisions of this code.

C. Specific Complaint Against a City Employee Official. In the event the individual against whom the complaint has been filed is a city employee, the city shall follow the appropriate discipline, through the employee's supervisor and/or department head, procedures as outlined in the appropriate bargaining agreement, employee handbook, civil service rules, and/or standard operating procedures. Employees also have the right to appeal through the court system as regulated by state and federal law.

D. Board Unavailability – Hearing Examiner Authority. In the event the ethics board is unable to perform any function designated under this section due to lack of a quorum or other reason, such function shall instead be performed by the hearing examiner who shall be governed by the board's procedures. (Ord. 019/2013 § 1 (Exh. A); Ord. 003/2010 § 1 (Exh. A). Formerly 2.52.080)

2.52.050 Miscellaneous provisions.

The board of ethics shall also render written opinions concerning the applicability of the code of ethics to hypothetical circumstances or situations upon the request of the mayor or any council member. Requests for opinions from the public must be approved by either the mayor or a majority vote of council.

The city shall release copies of any written report resulting from a review of a complaint and any written censures or reprimands issued by the city council in response to public records requests as consistent with Chapter [42.56](#) RCW and any other applicable public disclosure laws.

The mayor shall provide staff, as he or she deems appropriate, to assist the board of ethics.

Board members shall be reimbursed by the city for reasonable expenses incurred in their exercise of the official business of the board, consistent with the expense reimbursement policies of the city.

The city clerk shall cause a copy of this code of ethics to be distributed to every public officer of the city within thirty days after enactment of the ordinance codified in this chapter. The ordinance codified in this chapter will also be made available on the city's web page and hard copies will be made available upon request. (Ord. 019/2013 § 1 (Exh. A); Ord. 003/2010 § 1 (Exh. A). Formerly 2.52.090)

2.52.060 Appeal – Penalties for violation.

Appeal of a decision of the board of ethics that the code of ethics has been violated, or a decision of the city council as to an admonition, reprimand, censure, or removal, may be filed with the Snohomish County superior court, Washington State. Any person who files with the ethics board a false charge of misconduct on the part of any public official or public employee when the person knows it is false shall be guilty of a misdemeanor. In addition to criminal penalties, violators shall pay a civil penalty of five hundred dollars, or three times the economic value of anything received in violation of this chapter, whichever is greater. Any monetary penalty assessed civilly shall be placed in the city's general fund. (Ord. 019/2013 § 1 (Exh. A); Ord. 003/2010 § 1 (Exh. A). Formerly 2.52.100)

Monroe Economic Development Services



Beckwith Consulting Group
17 January 2018

Our cover letter	1
Our project schedule and budget	3
Our proposed work plan	4
1 Initiate BRRE process	4
2 Update/confirm BRRE demand	4
3 Inventory available BRRE properties	5
4 Identify BRRE targets	5
5 Update/develop BRRE incentives	7
6 Update/develop BRRE marketing materials	8
7 Initiate BRRE marketing	8
8 Conduct BRRE feedback/adjustments	9
Our consulting team	10
Team Leader - Tom Beckwith FAICP	10
Economics - Eric Hovee	11
Business Development - Nancy Jordan	12
Public Outreach - Ferdouse Oneza AICP	12
Communications - Aimee Beckwith	13
Graphic Design - Michael Arthur	13
Social Media - Chris Ferrell	14
Our example work	15
Our references	36





BECKWITH

Beckwith Consulting Group
Planning/Design/Development Services
PO Box 704, LaConner, Washington 98257
beckwith@beckwithconsult.com
www.beckwithconsult.com
360-466-3536

17 January 2018

Deborah Knight, City of Monroe Administrator
c/o Elizabeth Adkisson
806 West Main Street
Monroe, WA 98272
eadkisson@MonroeWA.gov

Regarding: Economic Development Services (BRRE)

Dear Deborah:

We believe your Business Retention, Recruitment, and Expansion (BRRE) request and our subsequent approach must resolve the following objectives based on our understanding of the desires expressed in your RFP and our experience with similar efforts:

Our Business Recruitment, Retention, and Expansion (BRRE) approach

Successful BRRE planning is not easy and it is not a “part-time” job. Our process will accomplish the following within 8 tasks and 6 months:

- **Confirm your BRRE market demand** - for industrial, office, commercial, and mixed-use businesses and projects.
- **Inventory your available for lease and sale properties** - enlisting the owners and real estate agents in your BRRE marketing program.
- **Identify your specific BRRE market niches in quantifiable terms** - determining your BRRE target businesses, developers, and investors.
- **Update/develop your appropriate and effective BRRE incentives and inducements** - for existing and new businesses to remain and locate in Monroe and improve buildings and sites.
- **Update/develop your BRRE marketing program** - with effective materials, website, social media, and other promotional linkages.
- **Initiate your BRRE marketing recruitments** - assigning roles and responsibilities, schedules and budgets, and performance measures working with you and your staff, Economic Development Advisory Board (EDAB), property and business owners, site consultants, real estate agents, and long-term BRRE prospects.
- **Conduct your BRRE feedback sessions** - with you, your staff, Economic Development Advisory Board (EDAB), City Council, other public, nonprofit, and private businesses and property owners on your progress and any adjustments to be made in your approach or materials.

Our qualifications

- **Includes over 75 projects** - of detailed market analysis, economic assessments, business targeting, site search, site planning and design, economic feasibility, environmental assessments, and tenant and developer recruitments for retail centers and districts, historic downtown and waterfront districts, industrial/commercial corridors, residential neighborhoods, and mixed-use projects for cities, counties, states, ports, nonprofit, and private developers.
- **Developing and then instituting** - business development strategies, outreach and recruitment processes, project financing packages, and final deal-makings as consultants, directors of city community development departments, executive directors of economic development councils, commercial bank loan operators, and as our own developers and investors.
- **Resulting** - in one of the highest implementation rates in the consulting industry as attested to by our project results, 42 awards, and client references.

In conclusion, we are very interested in your BRRE marketing and would like the opportunity of working with you, your staff, EDAB, and City Council on it. Please provide us an opportunity for an interview where we may review our approach and qualifications in more detail.

Sincerely,



Tom Beckwith FAICP, Principal

Beckwith Consulting Group - US EIN 91-1249302, WA UBI 600-522-473

Liability Insurance - USAA/Harford Casualty Insurance Company, Continental Casualty Company - Client Number 182955, Member Number 100874475 for \$2,000,000 in Commercial General Liability and \$1,000,000 in Professional Liability (Errors & Omissions)

Our proposed BRRE approach

The exact approach we undertake for your BRRE action plan will depend on you, your staff, Economic Development Advisory Board (EDAB), and City Council preferences and experience to-date that we will resolve with you prior to proceeding.

In the meantime, we submit a summary description of the key tasks in the approach outlined in the gantt chart on the facing page based on your RFP and our experience with similar projects.

1. Initiate your BRRE process

Task 1a: Conduct BRRE retreat

We will conduct a workshop with you, your staff, EDAB, City Council, and others you deem



appropriate to review the goals and objectives, scope, tasks of work, time schedule, and other particulars of our proposed

work program. This will provide you and your participants an opportunity to review and strategize about:

- **Vision** - concerning the context, scope, and particulars of your proposed Business Recruitment, Retention, Expansion (BRRE) action plan process.
- **Assessment** - of the participants and products that have been achieved by your previous 2015 Economic Development Plan, 2016 Downtown Revitalization Strategy, and others in light of the vision statement above.
- **Identification of who and how to involve** - your Mayor, City Council, Planning Commission, Department Directors, Chamber of Commerce, Downtown Association, School District, Snohomish County, and Tulalip Tribe, as well as key property and business owners, interested and/or targeted site selection consultants, real estate agents, and developers.

Based on the results of the retreat, we will refine the proposed tasks, schedules, and other particulars if appropriate with you.

2. Confirm your BRRE market demand

Task 2a: Update internal/external conditions

We will update the following information from your 2015 Economic Development Strategy for your BRRE action planning:

- **Census** - comparative data from ESRI, 2010 Census, 2010-2015 American Community Survey (ACS), Census of Commerce, and other sources on comparative socioeconomic characteristics and changes in Monroe, Snohomish County, Puget Sound, Washington, and the US,
- **OFM, DOR, ESD, PSRC, and Snohomish County data** - on population, retail sales, employment, wages and incomes, property values, buildable lands, housing market conditions, etc.
- **GIS database, maps, and aerial photos** - with property, topography, and improvements data including existing land use and ownership, under and undeveloped industrial, commercial, office, and mixed-use properties,
- **Buildable land capacity projections** - for industrial, commercial, office, and mixed-use lands based on estimates by you, Snohomish County, and PSRC,
- **Directory of businesses, real estate agents, and developers** - including type of business, location, owner, number of employees, type of listings and projects, and other characteristics,
- **Proposed or pending property development projects** - or background data of interest to your BRRE action planning process.

Task 2b: Conduct BRRE stakeholder workshops

We will conduct workshops with key officials, property owners and merchants, and other parties of interest identified from the results of the retreat in task 1a regarding:

- **Marketing and promotion** - including website contents and coordination, e-marketing materials and outreach, recruitment lists and contact methods, meet-and-greet events,
- **Labor force** - including age, education, training, wages, skills, availability of existing and potential resident and non-resident workforce,
- **Housing** - including mixed-use, mixed income, and workforce or affordable housing in the city and potentially of undeveloped properties,

- **Infrastructure** - including transportation, utilities, power, telecommunications capacities, services, costs, and connection fees,
- **Development regulations** - including zoning allowances, development requirements, application and processing schedules, fees and charges, growth impact assessments, SEPA,
- **Taxes** - including the structure and incentives possible under business and occupation (B&O), SST and sales taxes, property taxes,
- **Incentives** - including fast-track permitting, pre-approved SEPA (Planned Action EISs), density bonuses, parking waivers, grant and loan assistance, local improvement districts (LID), transfer development rights (TDR), late-comer agreements and charges,
- **Other topics of interest** - identified in the retreat in task 1a and in your 2015 Economic Development Plan and 2016 Downtown Revitalization Strategy.

Task 2c: Interview site selection consultants

We will interview site selection consultants, real estate agents, and developers to determine their evaluation of your:

- **Assets** - what they perceive to be your greatest attributes and opportunities,
- **Weaknesses** - what they perceive to be issues that you need to resolve to be successful in your BRRE action planning process,
- **Target industries** - that they believe are a best fit for your offerings and assets,
- **Suggestions** - for how you can best position, market, and promote your opportunities,
- **Interest** - in working with you to recruit key prospects.

Task 2d: Review implications

We will review the results of the internal/external conditions, stakeholder workshops, and site selection consultant interviews with you, your staff, EDAB, and City Council during public workshops.

Your workshop participants will review the results and define the content and direction of future tasks.

3. Inventory your BREE properties

Task 3a: Create a property database

We will create a database to provide prospective businesses, developers, and investors with

current building space and property availability including;

- Assessed property and building values,
- Business and property taxes,
- Last rental or sale date and amount,
- Rental/lease/sale terms
- Usable square footage,
- Available utilities and average costs,
- On and off-street parking and loading access,
- Building and site amenities,
- Zoning and development allowances,
- Historic status including tax considerations,
- Current building condition including any necessary code compliance, upgrade, or other improvement requirements.

We will contact property owners and/or real estate agents of available properties to obtain the information above and to enlist their subsequent participation in your BRRE action plan.

Task 3b: Review database

We will review the results of the property inventory with you, your staff, EDAB, and City Council during public workshops.

Your workshop participants will review the results and select key properties to be recruitment targets in following tasks.

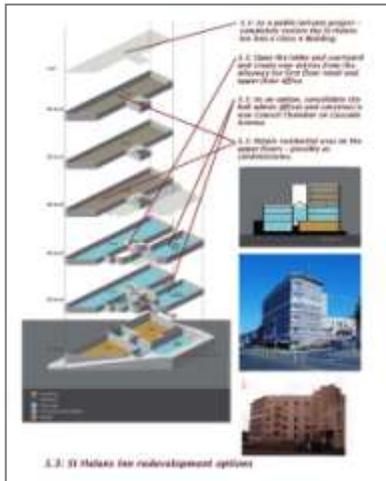
4. Identify your BREE targets

Task 4a: Evaluate competitive developments

We will compare information on existing and potentially competitive industrial, office, commercial, and mixed-use market developments in Everett, Marysville, Lake Stevens, Snohomish, Sultan, and Woodinville to include:

- **Location of district or project** - including key owners or developers,
- **Owner/tenant profiles** - including type of business, size, sales, and employees,
- **Customer profiles** - including age, household status, income, place of residence,
- **Annual absorption or sales rates** - by size, service, price, and other market characteristics,
- **Competitive assessment** - in relation to Monroe in general and your industrial, commercial, office, mixed-use sites and downtown in particular.

Task 4b: Allocate BRRE market opportunities



We will identify key or anchor uses that could attract or retain market demands within your industrial, office, commercial, and mixed-use sites. We will project the potentials available for recruiting

industrial, office, commercial, and mixed-use businesses and developers including:

- **Trade or service area(s)** - for anchor or target uses and key developments.
- **Market captures** - each anchor or target use may reasonably expect including project particulars by size, rents or prices, annual sales or service totals, and other specifics.
- **Market absorption** - in acreage, building square footage, and other measurable quantities for each use over the immediate period and through build-out.
- **Number of employees** - created at build-out stages for each activity with typical business, employee characteristics.
- **Public/private options** - for providing services and funding including the use of parking, business improvement, promotion, management, or maintenance associations.
- **Public revenues** - generated by differences in property, business, and sales taxes and public/private approaches including any shortfall or surplus.

Task 4c: Identify BRRE targets

We will incorporate the results of your 2015 Economic Development Strategy and 2016 Downtown Revitalization Strategy and identify strategic industrial, office, commercial, and mixed-use business and developer targets of most benefit to Monroe and the strategies for recruiting them including:

- **Developer lists** - capable and interested in developing your industrial, office, commercial, and mixed-use projects,
- **Industry target lists** - of existing and new

businesses supported by market demand and supply data with contact information,

- **Business positioning** - including assessments of your competitive advantages versus competitors, major employers and institutions, and new developments demonstrating public and private investment in the city,
- **Marketing materials** - including trade area definition and demographic and lifestyle data, trade area economic data including actual and potential retail sales volumes,
- **Regulations and incentives** - including zoning, review and permitting processes and schedules, and city and other public incentives and business assistance available,
- **Property packaging element** - identifying potential public, private, or jointly assisted property offerings or development competitions to stimulate opportunities of key or under-productive properties.

Task 4d: Review BRRE opportunities

We will review the results of the BRRE competition, market opportunities, and target analysis with you, your staff, EDAB, and City Council during public workshops.

Your workshop participants will review results and resolve your market opportunities, key recruitment targets, and marketing strategies.

5. Update/develop your BREE incentives

Task 5a: Assess competitive city incentives

We will assess the following incentives in adjacent and competitive cities including Everett, Marysville, Lake Stevens, Snohomish, Sultan, Duvall, and Woodinville to include:

- **Fast-track permitting** - provided for specific industries and/or in specific targeted benefit zones and districts,
- **Incentive zoning** - providing additional density, heights, setback or lot coverage waivers, parking reductions, and other measures where a project or property provides key uses, occupants, or public benefits,
- **Growth impact or utility connection fee waivers** - where a project or property provides key uses, occupants, or public benefits,
- **Property, B&O, and other tax waivers or deferrals** - where those may apply to special incentive zones or tax increment districts.

We will compare these incentives with those you are currently providing as well as those that you could provide to match, equal, or better your competitive positioning.

Task 5b: Update/develop BRRE incentives

We will work with you, your staff, EDAB, and City Council to update or establish:

- **Fast-track code assistance and permitting process** - including walk-throughs with building code staff and property owners to identify issues and make recommendations for properties to be listed as lease or sale available.
- **Low interest business and building loan program** - with your local banks and lending institutions, as well as the US Economic Development Administration (EDA), Small Business Administration (SBA), and US Department of Agriculture (USDA) Rural Community Development Fund to establish a low cost business and building loan program to support existing and new business and property owners with capital development and more extensive building renovations, additions, or infill developments.
- **Façade improvement loan program** - with your local banks and lending institutions to establish a low cost grant and/or loan program for existing as well as startup businesses for sign, façade, display window, and other improvements.
- **Indirect incentives** - of varying land use and development control mechanisms including pre-project SEPA approvals, special land use and zoning allowances, on and off-street parking ratios and buy-in programs, building densities and heights, deferred growth impact fees or concurrency charges, late-comer plan action charges, transfer development rights (TDR), and any other indirect land development control mechanisms.
- **Direct incentives** - of using state and federal grants such as PWTF, CERB, STP, TIB, UATA, ARRA, RCO programs as well as LID, UID, SAD, TBD, BID, BPIA districts, CRF, LIFT, LRF, and LIPA applications, and 63:20 lease/purchase ventures when available.
- **Financing methods** - governing the use of Main Street B&O, Business Improvement District (BID), Parking & Business Area Improvement Area (PBIA) along with the possible use or application of special incentive systems.
- **Development organization(s)** - the possible creation of new public-nonprofit-private entities

including a Community Development Corporation (CDC), Public Development Authority (PDA), and/or Community Initiated Development (CID) nonprofit corporation to undertake specific key recruitments or project or plan implementation actions.

- **Low-hanging fruit/momentum-building** - identifying immediate actions that could be undertaken that generate momentum and a visible sign of progress such as wayfinding signage and gateway developments.

We will resolve which package of indirect and direct incentives make your BRRE plan and projects feasible and of interest to your marketplace.

Task 5c: Review incentive programs

We will review the competitive city assessments and your proposed incentives with you, your staff, EDAB, and City Council during public workshops.

Your workshop participants will review the results and refine the contents of incentive program particulars.

6. Update/develop BREE materials

Task 6a: Update/create marketing materials

We will update or create the following materials for use in your websites, e-mail, direct mail, and cold call marketing:

- Letter of introduction including compelling reasons why Monroe makes sense for their business,
- General information and photos of the community highlighting your city, downtown, and waterfront assets,
- Current Monroe market position and goal statements - including assessments of competitive advantages versus other cities,
- Target list of existing and new businesses supported by market demand and supply data,
- New developments demonstrating public and private investment in Monroe,
- Trade area geographic definition and demographic and lifestyle data,
- Trade area economic data including actual and potential retail sales volumes by store,
- Non-resident consumer data including seasonal resident, commuter, daytime population, and tourism visitation,

- Major employers and institutions,
- Vehicle and pedestrian traffic volumes on US-2, SR-522, and local Monroe residential and business streets,
- Mix of existing industrial, commercial, office, and mixed-uses in Monroe's market area,
- Promotional calendar of special events, festivals, and exhibits,
- Summary of Monroe incentives and business assistance available.



Task 6b: Update/develop website/social media

We will expand and link your website to include BRRE pages with your marketing materials detailing Monroe businesses, special events, available housing, property and businesses for rent or sale, and other information of interest to potential business recruits.



Task 6c: Review BRRE market materials

We will review the proposed BRRE marketing materials and website with you, your staff, EDAB, and City Council during public workshops.

Your workshop participants will review the materials and website elements and make any adjustments appropriate.

7. Initiate your BRRE marketing

Task 7a: Assign BRRE roles/responsibilities

We will develop with you, your staff, EDAB, City Council, businesses, property owners, and commercial real estate agents a detailed action plan to carry out BRRE marketing tasks including:

- **Tasks of work** - defining scope, actions, and other particulars to implement BRRE marketing, promotion, and recruitment measures,
- **Roles and responsibilities** - by you and your staff as well as other public, nonprofit, and for-profit partners who have been recruited and indicated an interest in being involved in your BRRE action plan implementation,
- **Schedule and budget** - including source of financing for each task and participant,
- **Benchmarks** - the method and metric parameters for measuring and evaluating progress.

Depending on the results, your implementation agent(s) may be composed of an informal structure where you coordinate and facilitate implementation tasks with your existing city staff.

Or, some or most functions may be formally assigned to one or more organizations and entities including the Chamber of Commerce, Downtown Association, and other public, nonprofit, privately interested organizations or individuals.

Action 1a.2 (8): Marketing - business districts			
Lead	Rank	Complexity	Months
Economic Development Department	Very high	Low	1-36
Part of Edmonds Chamber of Commerce			
Strategic objective		Participants	
Identify and recruit retailers to fill critical gaps in retail sales and services such as basic needs (clothing, groceries, professional services) within the business districts of downtown, Westgate, Fortale Village, J-Corner, and Perrinville, as well as larger department stores and specialty retailers on Highway 99.		Overseas Edmonds Merchants Assn International District Edmonds property owners Edmonds brokers	
Implementation schedule		2013 2014 2015 2016 2017 2018+	
Marketing - business districts			
Potential performance measures			
# new retail businesses established			
% increase in retail sales overall			
% increase in target retail sales - clothing, hardware, housewares			
% increase in sales to out-of-area residents			

Task 7b: Initiate BRRE target contacts

We can work with your agents to initiate e-mail, mail, and cold phone call outreach to successful businesses in other markets of similar size and circumstance that may be potential recruits for Monroe.

In some instances, successful existing businesses in other locations may be interested in expanding or even relocating to new locations to take advantage of potential new markets – or, know of former employees, business partners, or other potential recruited individuals who would be interested in a start-up in Monroe.

- **Meet and Greet Events** - we can also establish key calendar dates when Monroe business and property owners invite potential recruits to open houses or public events where they may tour Monroe, talk to business and property owner representatives, tour prospective vacant properties and buildings, and get a feel for the potential being marketed.

Some of these “meet and greet” tours could be conducted during your key festivals and events where recruitment targets can observe first hand your promotional success and the customer, employee, and resident turnouts



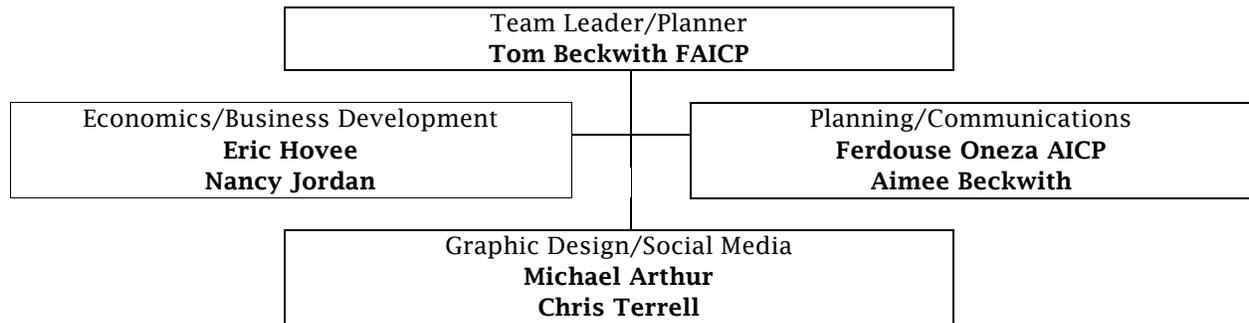
8. Conduct BRRE feedback/adjustments

Task 8a: Conduct BRRE assessments

On a quarterly basis, we will review the results of your BRRE progress with you, your staff, EDAB, City Council – as well as businesses, property owners, real estate agents, residents, and other interested parties during public workshops.

Your workshop participants will review the results and refine materials, outreach approach, assignment of roles and responsibilities, and other features of your BRRE marketing strategies if necessary and appropriate.

Our consulting team



We have 30 professionals available to support our team should this be necessary or appropriate.

Our team individuals listed above have continuously worked together on projects similar to what you envision for your economic development services. We are available to initiate and work full time on your project beginning immediately and extending through your schedule.

Hourly rates

Principals	\$150-200
Professionals	\$100-150
Technicians	\$ 75-100
Support staff	\$ 55- 75

master plans, environmental impact statements, capital facility programs and fiscal management systems, developer and investor recruitment, project development, and construction administration.

His plans and projects have one of the highest implementation rates in the consulting industry and have been recognized with 42 awards from a variety of civic and professional organizations due in part to his emphasis on effective marketplace and public participation outreach and engagement.

Team Leader - Tom Beckwith FAICP



Tom managed multidisciplinary projects, and developed and directed planning and landscape architecture departments for regional and national firms prior to forming Beckwith Consulting Group.

He has applied expertise in economic base studies, market and economic feasibility studies, site planning and physical development concepts, urban design and architectural design developments, architectural programs and building space plans, financial lenders packages and life cycle analysis that is directly applicable to this project.

Tom's experience includes comprehensive plans and redevelopment programs, urban design guidelines and zoning ordinances, park and recreation plans, tourism development and

As Team Leader/Project Manager, Tom will be solely responsible for all schedules, budgets, products, and particulars as he has been on all of the firm's projects.

Registration

- Fellow of the American Institute of Certified Planners (FAICP).

Education

- Graduate School of Design, Continuing Education, Harvard University
- Masters in Urban Planning, University of Washington
- Bachelor of Science in Sociology with minors in Architecture and Economics, University of Oregon

Recent comparable projects

- Blaine Strategic Economic Initiative
- Clinton Market Study
- Enumclaw Community Visioning
- Edmonds Strategic Action Plan
- Arlington Economic Development Plan
- Snohomish Economic Development Plan
- Bickford Corridor Development Concept
- Fife Economic Development Plan

- Mountlake Terrace Financial Strategies
- Quinalt Economic Development Strategy
- Lakewood Urban Renewal Plan
- Oak Harbor Downtown/Waterfront Redevelopment Program Management
- Downtown Bellingham Redevelopment Plan
- Downtown Bend Design Plan
- Vancouver Esther Short Redevelopment Plan
- Tacoma Hilltop Subarea Plan/PA EIS
- Lynnwood CBD Visioning Strategy
- Downtown Renton Redevelopment Strategy
- Downtown Eugene Redesign Project
- Vancouver Esther Short Redevelopment Plan
- Chehalis Renaissance Project
- Kennewick Bridge-to-Bridge/River-to-Rail Subarea Plan/PA EIS
- Echo Lake Mixed Use Development
- Bellingham/Whatcom County Housing Plan
- Snoqualmie Downtown Master Plan
- Lynden Hillclimb Development/Design Plan
- Downtown Marysville Redevelopment Plan

Economics - Eric Hovee



Eric provides economic and demographic research including economic base, econometric and statistical analyses, market and economic feasibility studies, capital improvement programming and

budgeting, economic development policy planning, evaluation of land use and comprehensive plans particularly for the effect on business and development activity.

Eric's expertise includes financial structuring, negotiation assistance, public sector planning projects, regulatory assistance, and public policy analysis of office, retail, residential, industrial, transportation, recreation, and mixed-use projects.

Education

- Courses in Real Estate Development and Finance from National Development Council and National Council for Urban Economic Development
- Post Graduate Courses in Real Estate Finance and Environmental Economics from Portland State University

- Bachelor of Arts in Economics and Urban Studies from University of Pennsylvania - co-winner of Joseph Warner Yardley Award for senior thesis in economics

Notables

- Economic Development Manager, Vancouver Planning & Development Department
- Economic Development Coordinator, Portland Economic Development Department

Lectures, presentations, and services

- US Conference of Mayors
- National Main Street Center (Instructor and Speaker)
- National Council for Urban Economic Development

Recent comparable projects

- Kittitas County Tourism Infrastructure Plan
- Edmonds Strategic Action Plan
- Snohomish Economic Development Strategy
- Snoqualmie Retail Market Strategy
- Lynnwood CBD Stakeholder Visioning
- Downtown Bellingham Redevelopment Plan
- Renton Downtown Redevelopment Strategy
- Bend Riverfront Connection Project
- Eugene Downtown Redesign Project
- Bellingham Downtown Redevelopment Plan
- Bellingham Ohio Street Redevelopment Plan
- Vancouver's Esther Short Redevelopment Plan
- Ridgefield Comprehensive Plan Economics
- Covington Citywide Economic Strategy
- Mount Vernon Commercial & Industrial Lands Assessment
- Adams County/Cities Economic Development Elements
- Skagit County Overall Economic Development Planning
- Jefferson County Economic Development Services
- Portland Development Commission's Central City Industrial District Economic Development Plan
- Port of Skagit County Target Industry Analysis & Recruitment Program
- Centralia Downtown Economic Analysis & Development Strategy
- Lane County, Oregon Council of Government's Market Strategy for the Eugene-Springfield Metropolitan Area
- Columbia River Corridor Industrial Demand Study
- Port of Vancouver Columbia Gateway Industrial Park Development

- Skagit County EDC Economic Development Strategy
- Skamania Lodge Market Research & Development Study
- Columbia Gorge Visitors Association Tourism Strategy
- Portland Transit Mall Retail Market Analysis
- Main Street Revitalization Strategy for Gresham, Oregon
- Portland's River District Housing Market Assessment
- North Macadam Urban Renewal District Housing Market Strategies
- Vancouver's Officers Row Housing Opportunities Plan
- Housing Market Assessment for Bend, Oregon
- Skagit Manufacturing Reuse Analysis & Strategy
- Sedro-Woolley's Munitions Plant Incubator Reuse Plan
- Portland's MAX Light Rail Economic Impact Analysis

Business Consultant - Nancy Jordan



Nancy provides economic and demographic research including economic base, econometric and statistical analyses, market and economic feasibility studies, capital improvement programming and budgeting, economic

development policy planning, evaluation of land use and comprehensive plans particularly for their effect on business and development activity.

Her services include management, small business, and organizational development and transition, finance and real estate with an emphasis in rural economics and natural resources.

Nancy has particular expertise in small business management consulting services that provides professional planning, management, research, staffing and training in business techniques. Also includes consulting assistance correcting weak cash flow, poor business practices, zoning and water issues, business startup and

expansion, business and marketing plan development, and financial packaging.

Education

- Bachelor of Science in Animal Science/Business, Oregon State University
- Washington Agriculture & Forestry Leadership Program, Graduate Class XIV

Notables

- Program Manager, Woodcraft Network/Economic Development Association of Skagit County
- Assistant Vice President and Commercial Loan Officer, Peoples State Bank

Recent comparable projects

- Edmonds Strategic Action Plan
- Tacoma MLK Subarea Plan/PA EIS
- Birch Bay Community Tourism Strategy
- Bellingham/Whatcom County Housing Plan
- Kennewick Bridge-to-Bridge/River-to-Rail Revitalization Plan/PA EIS
- Chehalis Renaissance Project
- Port Townsend/Jefferson County Housing Action Plan
- Arlington Economic Development Plan
- Snohomish Economic Development Plan
- Ross Lake Recreational Assessment
- Lynnwood CBD Stakeholder Visioning
- Downtown Bellingham Workshop
- Whatcom County Economic Competitiveness Study
- Whatcom County Comprehensive Economic Development Strategy
- Skagit Valley College Business Resource Center Business LINC, Target Industry Program, and Multi-Agency Business Plan
- Skagit County Overall Economic Development Plan
- Mount Vernon Economic Development Plan

Planning/GIS - Ferdouse Oneza AICP



Ferdouse has accomplished public and private sector planning, urban design and architecture with special expertise in subarea plans, comprehensive plans, environmental plans, capital facilities plans, policy development, and implementation strategies.

Her experience includes project management, visioning, conceptual design development, meeting facilitation, consensus building among diverse stakeholders, and coalition building with partnering agencies.

Ferdouse also has technical expertise and skills in freehand sketching and computer-generated graphics including AutoCAD and GIS.

Education

- Master of City Planning, Georgia Institute of Technology, Atlanta
- Master of Architecture, Bangladesh University of Engineering and Technology, Dhaka, Bangladesh
- Bachelor of Architecture, BUET, Dhaka, Bangladesh

Notables

- Former Planning Manager, City of Kennewick

Recent comparable projects

- Enumclaw Community Visioning
- Seattle Recreation Demand Study
- Central Issaquah Subarea Plan/PA EIS Land Use & Aesthetics Elements
- Benton City Mixed Use Development Plan
- South Hill Coalition Strategic Plan, Spokane
- Kennewick Bridge-to-Bridge/River-to-Rail Revitalization Subarea Plan/PA EIS
- Kennewick US 395 Corridor Study
- Kennewick Comprehensive Plan Update
- Benton City DNR Site Development & Feasibility Assessment
- Lynnwood City Center Redevelopment Plan
- Everett Transit Area Redevelopment Plan
- Kennewick Southridge Subarea Plan
- Springfield Civic Park Master Plan, Missouri
- Kennewick Linear Park Design
- Olde Town Issaquah Design Standards
- Lynnwood Citywide Design Standards
- Kennewick Residential & Commercial Design Standards
- Kennewick Subdivision Code Update
- Kennewick Southridge Subarea Plan EIS
- Kennewick Shoreline Master Program Update
- Brier Shoreline Master Program Update
- North Bend Shoreline Master Program

Communications – Aimee Beckwith

Aimee develops public information data, newsletters, graphic images, media packages, and briefings. She designs and conducts public



participation workshops, forums, and open houses.

Aimee has also developed and published newspaper and magazine articles, photojournalistic pieces, and other communications materials for public, nonprofit, and private clients.

Education

- Certificate in Integrated Marketing Communications from the University of Washington
- Bachelor of Arts Degree in Journalism from the University of Oregon

Prior positions/clients

- King County Department of Transportation
- King County Water & Land Resources Division
- Elgin DDB
- Metro’s Local Hazardous Waste Management Program Notables
- Organic Press
- Early Head Start Bilingual Newsletter
- Museum of Northwest Art (MoNA) The Spectrum newsletter Exhibitor
- LaConner Arts Festival
- MoNA Art Auction
- Arts Alive
- MoNA Docents

Recent comparable projects

- Kalama Community Action Plan
- Bellingham PROS Plan
- Ellensburg PROS Plan
- Moses Lake PROS Plan
- Mountlake Terrace PROS Plan
- Downtown Eugene Redesign Project
- Easter Seal Society of Oregon
- Metro - EnviroStars Program
- Metro's Hazardous Waste Management environmental awards program

Graphic Design - Michael Arthur



Michael provides design graphic concepts, advertising concepts and productions, commercial film and video direction, and fine art work for public agencies, business and corporate clients, hospitals, medical

organizations, financial institutions, and the hospitality industry.

Michael produces advertisements, brochures, direct mail pieces, POP /display, corporate ID/branding, outdoor boards/posters, package design, trade show display/interpretive signs, super graphics, signage, specialty ad product design, photography, and film/video.

Education

- Master of Arts from California State University at Northridge
- Bachelor of Fine Arts from the California Institute of the Arts (Chouinard Art School)

Recent comparable projects

- Mercer Island Wayfinding Signage & Logo
- Kelso Wayfinding Signage & Logo
- Longview Wayfinding Signage & Logo
- Friday Harbor Sunshine Alley Design Plan
- Birch Bay Community Tourism Plan
- Chehalis Renaissance Wayfinding & Logo
- LaConner Historical District Logo & Wayfinding Signage
- Snoqualmie Downtown Master Plan Wayfinding Signage
- Kennewick Bridge-to-Bridge/River-to-Rail Revitalization Pan Wayfinding
- Oregon Department of Fish & Wildlife information and educational publications, interpretive trail and site signage, kiosk design, and facility branding for wildlife areas and fish hatcheries throughout the state
- Peninsula Light Company - advertising campaign and production

for cities, chambers of commerce, destination resorts and attractions, restaurants, and hotels.

Notables

- Hot it Works featured in “Simple Websites: Organizing Content-rich Websites into Simple Structures, Stefan Mumaw

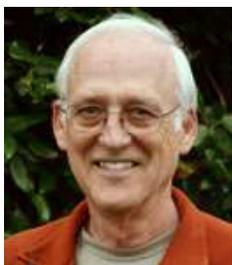
Recent public/nonprofit clients/projects

- Anacortes.net
- Anacortes Chamber of Commerce
- Anacortes Arts Festival
- City of Anacortes
- City of La Conner
- City of Oak Harbor
- Coupeville Arts Festival
- Green Bank Farm
- La Conner Art Workshops
- La Conner Chamber of Commerce
- Made In Washington
- Museum of Northwest Art (MoNA)
- Port of Anacortes
- Skagitonians for the Preservation of Farmland (SPF)
- Tulips.com

Recent private clients/projects

- Best of the Northwest Crafts
- Falcon Tours
- Greatpath Publishing
- Heritage Institute
- Manitou Books
- Medosweet Farms
- One World Journeys
- Powell Studios
- San Juan Boat Tour
- Scot Milto Gallery

Media Consultant - Chris Terrell



Chris develops and manages website design and development services for desktop, table, and mobile applications for cities, Chambers of Commerce, government agencies, and private enterprises.

His skills and services include graphic design, digital photography, video/audio production, marketing, branding, illustration, and talent promotion for the internet, print, television, and radio for tourist-related outreach and promotion

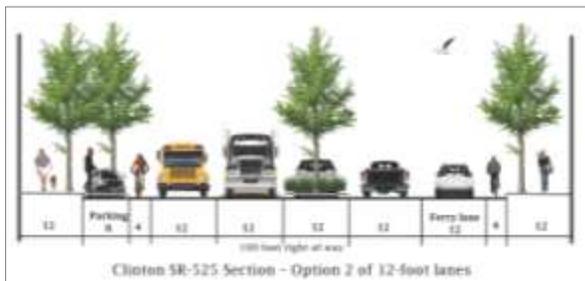
Our comparable project experience

Following is a summary description of some of our recent comparable business recruitment, retention, and expansion (BRRE) projects. Additional information and samples are available for these projects as well as an extensive list of all of the comparable projects we have accomplished should this be of interest.

Our BRRE projects

Clinton Market Study

We developed detailed marketing information including socioeconomic profiles, population projections, retail sales trends and gaps, and business recruitment targets for the Port of South Whidbey for the Clinton community.



We conducted detailed surveys of downtown Clinton property and business owners, tourists, and south Whidbey Island residents to determine business conditions, current plans, expenditure patterns, traffic and building condition assessments.

We forecast potential retail sales and supportable square footage for south Whidbey Island from resident, commuter, and tourist

customers under current conditions and in the next 5-15 year planning forecast period.

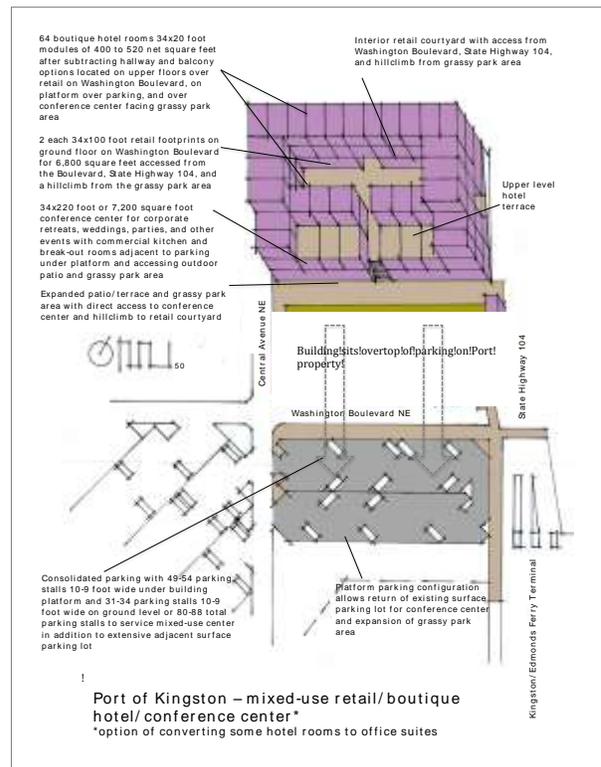
We developed supporting improvement strategies, projects, and funding sources including concepts for a community septic drain field, local community road network, SR-525 traffic roundabouts, complete streets pedestrian streetscape, and subarea plan.

We identified key retail, commercial, and office targets and contact information and strategies for recruiting them from a list of surrounding area businesses. We developed an action plan specifying tasks, responsible agents, schedules, financing, and performance benchmarks.

Kingston Complete Streets Economics

We developed detailed marketing information including socioeconomic profiles, population projections, retail sales trends and gaps, and business recruitment targets for the Kingston subarea as part of the larger Kingston Complete Streets Project.

We forecast potential retail sales and supportable square footage for the immediate



Kingston urban core from resident, commuter, and tourist customers under current conditions and in the next 5-15 year planning forecast period.

We also identified and evaluated key catalytic sites and projects involving the reuse of a vacant hardware store complex, infill development over a public parking lot, and infill development on the waterfront of a conference/meeting facility.

We provided prototype project examples of boutique hotels that represented a key component of their target market recruitment potentials.

Marysville Downtown Redevelopment Project

We developed award winning detailed market strategies, project plan, implementation



ordinance, and EIS for the redevelopment of the downtown into a 25 acre, 10 block district involving 38 separate property ownership for 388,888 square feet of new retail, office, entertainment, and waterfront marina uses.

Marysville City Council created an urban renewal district and formed a Downtown

Redevelopment Commission to create a plan and implementation strategy for the central but underutilized and underdeveloped downtown district fronting onto Ebey Slough. Council and the Redevelopment Commission wanted to initiate development of the district that would complement the historic Main Street area on the east, yet realize new and significant comparable shopping opportunities.

We conducted detailed market feasibility assessments and customer surveys, workshops with the affected property owners and public, and an outreach program with interested developers and tenants during the planning process.

Our selected concept converted two interior roads into pedestrian streets lined on both sides by street level retail activities and upper story office uses. Variable setbacks were incorporated into the first and third story frontages on both sides of the pedestrian streets to provide an all-weather overhang on the street with graduated open-air balconies and terraced walkways on the upper levels. We located a retail arcade at the north end of the major north-south pedestrian street and the marina and theme restaurants at the south end to provide anchor uses and attractions.

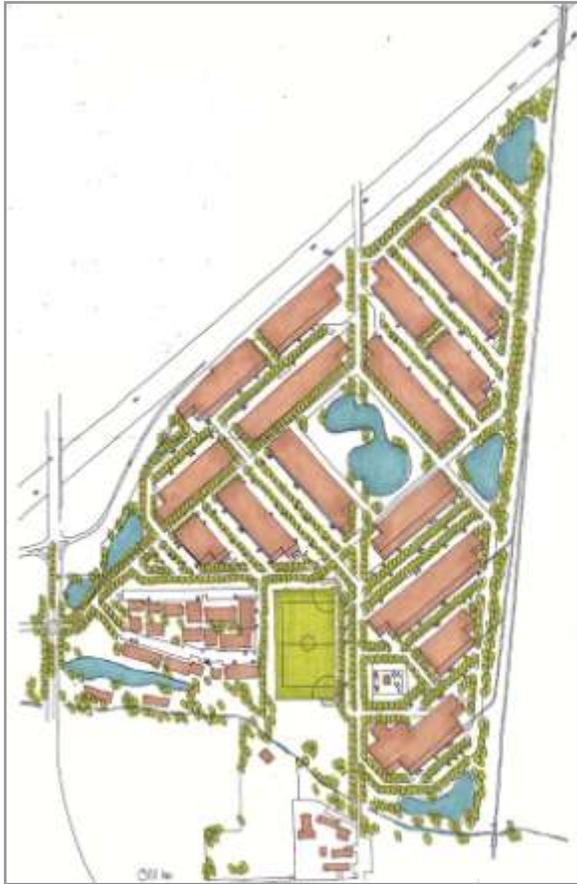
Based on our recruitment strategies, a single developer subsequently developed the project using the market feasibility and tenant outreach results, EIS pre-approved project guidelines and a pre-development non-compete agreement we had brokered with the Tulalip Indian Tribes for the nearby I-5 interchange area.

Lakewood Redevelopment Plan/EIS

We created a detailed market strategy, economic analysis, urban design concepts, comprehensive plan elements, and implementation program for the redevelopment of a 750-acre, 50-block urban core area for new retail, office, entertainment, housing, and public uses for the Lakewood Department of Community Development. We conducted property owner and public opinion surveys, public design charrettes and workshops, and created detailed urban design guidelines for development of 7 strategic property offerings.

As a newly incorporated city, Lakewood officials wanted to create strategies for revitalizing or redeveloping the underutilized and underdeveloped properties adjacent to I-5, McChord Air Force Base, the proposed Sound Transit rail alignments, along Bridgeport Way, and around Lakewood Town Center, Clover Park VoTech College, and Lakewood Industrial Park.

Our redevelopment plan revised a basic street and trails grid providing access between the



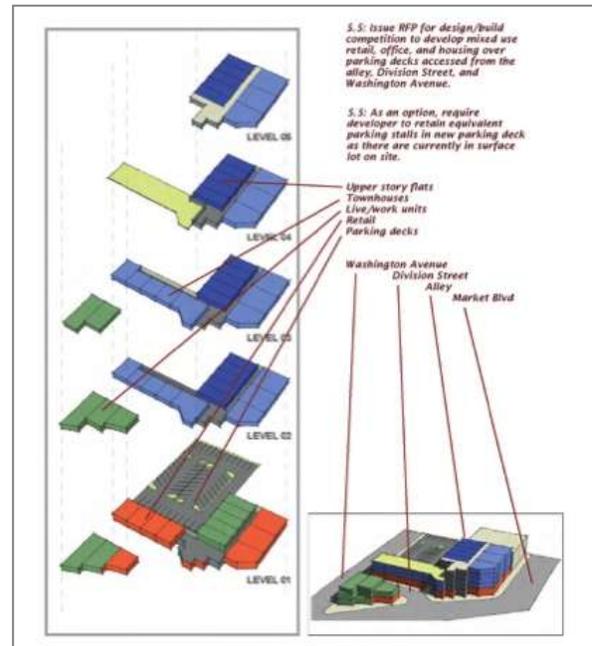
suburbanized city and adjacent interstate highways and regional arterial roadways. The transportation element constructed Sound Transit's heavy rail commuter train station in the middle of the project and re-orient local bus service to access proposed new anchor activity areas.

Our strategy to redevelop the 7 proposed public offering sites will create 2,352 urban density dwelling units, an 84 unit business hotel, 322,034 square feet of ground floor retail, and 740,200 square feet of upper floor office and business space. Our strategy will also create a new high tech employment park with 642,600 square feet of manufacturing space with rail spur service options.

Chehalis Renaissance Project

We completed the award winning branding, marketing, planning, design, and development elements for the Chehalis Renaissance Project - the revitalization of the city and historic downtown and residential neighborhoods for the Chehalis Economic Development Steering Committee.

City Council members wanted to create a comprehensive economic and urban design strategy for revitalizing the 41-block historic downtown and Courthouse districts.



We conducted extensive stakeholder interviews, Internet surveys, charrettes, open houses, and a mail-out/phone-back survey of registered voter households to determine community issues, proposals, and priorities.

Our resulting action plan identified 29 priority projects including the creation of a permanent facilitator/catalyst community development organization, new website and brand, Main Street program application, gateway and way-finding signage, and traffic calming and on-street parking capacity increase.

Significantly, our action plan also created nonprofit agencies to acquire and restore the St Helens Inn - a landmark hotel, and the Severn's Building - a former auto dealership for a children's museum as catalytic projects.

Our action plan also packaged and issued RFPs for design/develop competitions for the redevelopment of city surface parking lots in the historic downtown district for mixed use retail/office/housing over shared public parking decks.

Friday Harbor Sunhine Alley Design Plan

We completed an award winning urban design project to incorporate the newly created Brickworks Farmers' and Arts Markets into a cohesive revitalization strategy, design, financing, and management plan for the surrounding Sunshine Alley block and downtown.

The San Juan Island Agricultural Guild and Land Trust acquired the historic Brickworks building and retrofit the building and a portion of the adjacent interior block space for the island's markets. The Town of Friday Harbor initiated this process to engage adjacent property owners and businesses, potential new market-oriented enterprises, and the community in a process to determine how best to capitalize on the Brickworks project for the enjoyment of local residents and to stimulate new tourist activities.

We conducted focus group sessions with all property owners, businesses, and farmers' and art market stakeholders; conducted surveys of customers and tourists; and facilitated design workshops with all parties and the public-at-large.



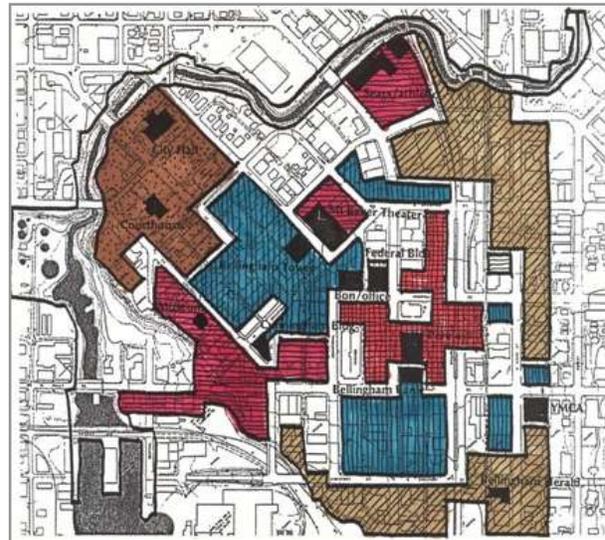
Our resulting designs and plans propose to reconfigure traffic and truck loading access, expand outdoor vending and activity areas, create central courtyard staging and performance areas, install gateways and directional wayfinding, create murals and artworks for blank building spaces, and develop new backdoor entries and businesses from the interior courtyard.

A new Main Street non-profit organization using Washington State's B&O tax donation program will finance and manage marketing, promotion, and design. The Main Street district designation will include all of historic downtown Friday

Harbor in order to encompass and spread benefits outward from the market activity areas.

Bellingham Downtown Redevelopment Strategies

We completed award winning property owner surveys, market analysis, development concept plans, economic and financial feasibility analysis, and implementation strategies for the 40-block downtown business district for the Bellingham Department of Economic Development. We interviewed locally interested



developers and conducted a public review session with local property and business owners.

Following numerous attempts to redevelop the downtown, a regional shopping center was developed along Interstate 5 on the outskirts of town that relocated the 3 department stores and numerous other commercial businesses from the downtown district. The loss of major anchor retail users left the former department stores empty and a number of other key properties vacant. City Council initiated this study to determine and help formulate downtown area revitalization strategies.

Our plan proposed: 1) connecting the former JC Penney's Building with the commercial storefronts and parking on Railroad Avenue; 2) redeveloping the historic hotels on the east side of Railroad Avenue; and 3) redeveloping the hilltop area overlooking Whatcom Creek Park and Heritage Center.

freezer building, and vacant mill yard at the end of the Town's national historic district.

We conducted a weekend long charrette with Artspace, property owners, local artists, and volunteer architects and planners. Based on the charrette assessments, the proposed cultural arts complex will:



- Restore the historic warehouse for a wooden boat center and tribal crafts activity,
- Freezer building for a multiuse fine and performing arts, culinary arts teaching and classroom facility,
- Wharf for an excursion boat and floatplane landing and touring site,
- Public woonerf plaza for a public farm and arts festival and market site with antique farm equipment exhibits, and
- 36 live/work/exhibit affordable artist housing units.

We tested the artist live/work housing proposal with a detailed survey emailed to artists within the greater Puget Sound region. Over 134 artists responded indicating a strong interest in participating in the Cultural Arts Schools and residing in the artist live/work housing and galleries.

Edmonds Strategic Action Plan

We completed an award winning detailed strategic plan for the entire city for a Strategic

Planning Committee composed of members of City Council, Planning Board, and Economic Development Commission.

City Council wanted to determine immediate and long range implications of the city's fiscal condition and the priorities and proposals city residents and businesses would support.

We conducted a series of internet and mail-back surveys of city businesses, employees, customers, residents, and young adults to determine their characteristics and behaviors, issues and concerns, suggestions and priorities.



We conducted focus group workshops with 80 representatives of 18 different interest subjects including economics, transportation, government, education, safety, parks and recreation, environment, art and culture, and government.

We also conducted two strategic planning charrettes with 120 citizens creating detailed results, action plans, responsible parties, and performance measures for economic development - the highway 99 corridor, community development - the waterfront, arts and culture, and governance.

Based on the results of the outreach events we developed priority results, action plans, role assignments, and performance measures for 1-6 year strategic plan for economic development, community development, arts and culture, environment, sustenance, and governance themes.

We tested the priorities and performance measures with the community-at-large in a controlled sample of 600 registered voter households. The Strategic Planning Committee used the results of the voter survey to refine

and implement the final contents of the Strategic Plan.

Snohomish Economic Development Plan

We completed a detailed award winning economic development strategy for 5 different land use districts in the City of Snohomish for an Economic Development Task Force involving



members of City Council, Planning Commission, Economic Development Council, School Board, and Chamber of Commerce.

We conducted a series of mail-out/mail-back surveys of all employers,

employees, commercial store customers, and district property owners. We conducted intercept surveys on a peak day of the historic downtown business district to determine who and why customers frequented the area. We also conducted a series of participatory brainstorming workshops with businesses, property owners, and the public to assess conditions, propose strategies, and define a detailed action plan strategy for each district.

We developed a series of quick-sketch studies illustrating how each district could capitalize on unique economic development issues and opportunities including stormwater management, traffic calming, former rail corridor rights-of-way, historic on-street parking, and airport recreational markets, among others.

City Council unanimously adopted the plan following a series of public hearings. As a result of the strategies, the city has since developed a new library-civic center, funded a recreational trail on railroad right-of-way, begun a process to issue an RFP on a county surplus public works site, and revised development review procedures.

Bickford Corridor Subarea Plan

We conducted an award winning planning and design charrette with Snohomish city staff,

private business and property owners, and developers on use, design, and development concepts for the award-winning Bickford Avenue corridor extending from the developed portions of the city to US-2.

We identified alternative concepts for access and parking, building configurations and use occupants, riparian buffer and stormwater mitigations, parks and trails, urban design, property and site development agreements, and implementing regulatory measures.

We developed the subarea plan with transfer development rights (TDR) to allow the consolidation of stormwater and bio-filtration



ponds on properties that fronted onto creek and riparian corridors in exchange for more intensive site coverage of suitable soils and sites creating a linked open space corridor through the district.

As a result of our strategies,

property owners subsequently developed the access roadway network and a commercial power center on the largest and most capable site along the corridor.

Arlington Economic Development Strategy

We completed an award winning detailed economic development strategy for 5 different land use districts in the City of Arlington for an Economic Development Task Force involving members of City Council, Planning Commission, Economic Development Council, School Board, and Chamber of Commerce.

We conducted a series of mail-out/mail-back surveys of all employers, employees,



commercial store customers, and district property owners. We conducted intercept surveys on a peak day of the historic downtown and Smokey Point business districts to determine who and why customers frequented the areas. We also conducted a series of participatory brainstorming workshops with businesses, property owners, and the public to assess conditions, propose strategies, and define a detailed action plan strategy for each and all districts.

We developed a series of quick-sketch studies illustrating how each district could capitalize on unique economic development issues and opportunities including stormwater management, traffic calming, former rail corridor rights-of-way, historic on-street parking, and airport recreational markets, among others.

We identified a series of detailed action proposals for joint efforts to provide childcare, adult education and training, job advertisement and placement, property and building space listing, development review procedures, and website linkages.

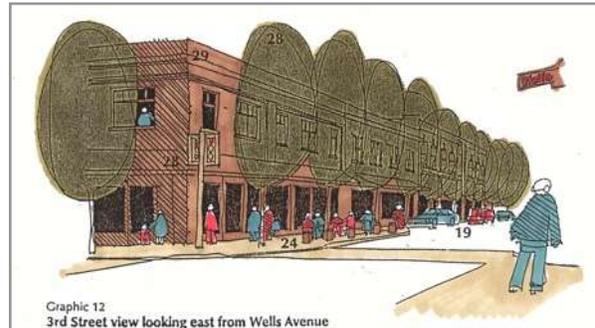
Renton Downtown Redevelopment Plan

We completed an award winning redevelopment strategy and urban design plan for downtown Renton for the Renton Downtown Association (RDA). On behalf of the RDA, we conducted an extensive series of property owner, tenant, employee, and customer surveys at the beginning of the process to determine and prioritize the planning issues that were ultimately addressed in the final strategy.

The resulting plan concepts and proposals were then illustrated and surveyed in further depth

during successive public forums including exhibits at the city's Fourth of July, Renton River Days Celebration, and a series of neighborhood open houses.

The final plan and implementation strategy was ultimately tested for feasibility and levels of



public support using a mailer with a telephone survey of 200 registered voters. The RDA subsequently used the results of the telephone survey to establish project and funding priorities. The priorities included work programs for supplemental marketing and promotional activities, a parking garage feasibility study, streetscape improvements, and regulatory code review.

As a result of our strategies, the city acquired and redeveloped a surplus car dealership property for a public plaza and activity center.

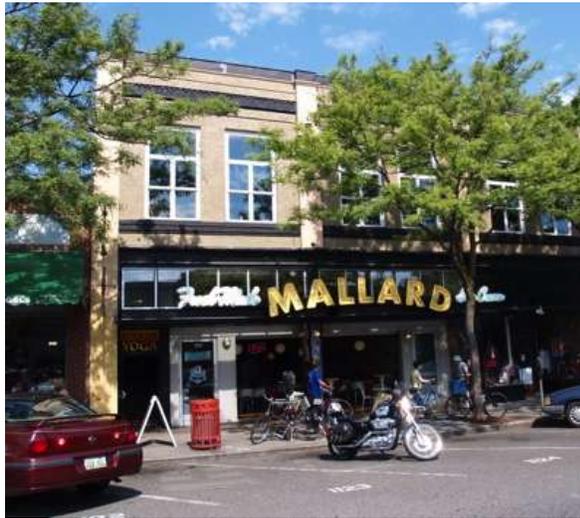
Fife Economic Development Plan

We completed a detailed economic development strategy for the City of Fife for an Economic Development Committee involving members of City Council, Planning Commission, School Board, and Chamber of Commerce.

City Council wanted to create and implement detailed economic development strategies for the Pacific Highway commercial and business corridor, rail and highway oriented industrial districts, undeveloped Port of Tacoma landholdings, older and emerging residential neighborhoods, and the Puyallup Tribe land trusts. The city wished to determine which markets, strategies, designs, and other implementation particulars were appropriate and would be publicly supported for each and all city districts combined.

We conducted a series of participatory brainstorming workshops with businesses,

series of downtown charrettes and a public telephone survey of 200 city residents about resulting plan priorities and preferences.



Downtown Bellingham had undergone a partial urban metamorphosis following the departure of the major retail anchor stores to a suburban mall. Some older buildings had been renovated to house specialty retail, restaurant, and entertainment uses. City Council members wanted to determine what the next revitalization steps should be, and the public's perception on what the downtown should ultimately develop into.

We conducted 9 workshop sessions with the downtown design delegates reviewing video examples from other cities, evaluating present downtown conditions, and reviewing projects-in-progress. We also conducted hands-on charrette sessions prioritizing charrette ideas, developing a public validation survey, reviewing public survey implications, prioritizing a short term action plan, and presenting the findings and recommendations to City Council.

The city used our workshop and survey results to complete design guidelines for the downtown, redevelopment plans for the waterfront, a master plan and improvement program for Whatcom Creek/Heritage Park, and RFP offerings for proposed joint mixed use parking garage and farmers' market projects by the Parking Commission.

Quinault Indian Nation Economic Development Plan

We developed an overall economic development plan for the Quinault Reservation for the Quinault Indian Nation Planning Department in Taholah.

The Quinault Tribal Council wanted to determine the markets available and inventory and identify the sites and land use opportunities that should be programmed for job opportunities on the tribal controlled lands.

We conducted an overview of Grays Harbor County's economic base and existing industrial, commercial and tourist facilities within the Reservation's market area in order to determine the Quinault Indian Nation's economic development potentials. We inventoried and analyzed the Tribe's property holdings and the environmental suitability and capability of select potential development sites. We also analyzed existing Tribal industrial and public facility needs and space requirements.



We created a detailed development strategy for a wood products industrial complex, a commercial/business park, a Village civic center, a vehicle maintenance/service facility and destination and service tourist site uses. The development implementation program included detailed site plans, facility designs and project justifications for a Tribal Facilities Longhouse that would consolidate all tribal administration, services and ceremonial activities within a waterfront longhouse facility overlooking the scenic Quinault River. The site development plan also improved the existing mercantile store, post office and reused the existing Tribal ceremonial building for a museum.

Using our plan, the Tribe reopened negotiations with Washington State to complete the cross reservation highway and initiated an implementation program to develop tourist and recreational activities including a casino within the tribe's market controlled lands.

Bellingham Farmers' Market Master Plan

We developed a detailed master plan, design standards, and implementation program for the Farmers' Market on Railroad Avenue for the Department of Community Development and the Bellingham Farmers' Market Board of Directors.



The Farmers Market was initially operated on Bellingham Convention Center parking lot on Railroad Avenue in downtown Bellingham. The Saturday market became immensely successful, necessitating the development of a long-range market and physical development strategy.

We conducted a mail-out/mail-back survey of market tenants to determine their history, revenues, stall and setup requirements, and preferred stall furnishings and rents. The survey also assessed tenant willingness to expand and/or conduct additional market days or seasons.

We also conducted a series of intercept surveys of market customers to determine characteristics, market frequency and product patronization, and preferences concerning location, market day, and other variables.

Based on the survey and observations, we developed a functional program of requirements, site plan alternatives, vendor stall awning concepts, and street furnishings schemes with detailed cost and phasing strategies for the short and long-range

development of the market on Railroad Avenue. We reviewed the options with the full Farmers' Market tenant group and prioritized site location, stall configurations, market days and rents, and other implementation particulars.

As a result of our master planning effort, City Council funded utility service improvements and the construction of a mixed-use garage/market building at the south end of the Railroad Avenue redevelopment area. The Farmers' Market expanded its operations to include a mid-week market day in Fairhaven Square.

Kennewick Bridge-to-Bridge/River-to-Rail (BB/RR) Redevelopment Plan/PA EIS

We created an award winning detailed market strategy, economic analysis, urban design concepts, comprehensive plan elements, and



implementation program for the redevelopment of a 640 acre, 50 block riverfront and downtown core areas for new retail, office, entertainment, housing, and public uses for the Kennewick Planning Department. We conducted extensive interviews with stakeholders, 8 neighborhood and city-wide property and business owner workshops, a series of

internet public opinion surveys, and public design charrettes and workshops, to create detailed strategies and urban design guidelines for development of strategic property offerings.

Kennewick officials wanted to create strategies for revitalizing or redeveloping the underutilized and under-developed properties between the Blue and Cable Bridges, and the Columbia River and historic downtown core.

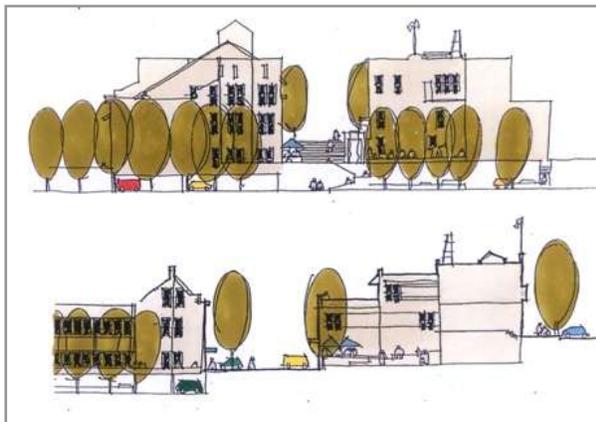
Our redevelopment plan will revise and complete a basic street and trails grid providing access between the downtown and riverfront neighborhoods, new mixed-use medium density land use districts, new riverfront parks and focal access points, and new public facilities.

Our strategy to redevelop 2 key major private and public offering sites using a design/develop competition process, and a major destination public market/excursion train facility use design/develop competition processes will serve as catalytic projects initiating the revitalization effort.

These initial project offerings will be matched with new wayfinding signage, an expanded downtown website and marketing effort, streetscape enhancements, and other supporting improvements and programs.

Lynden Downtown/Kok Road Subarea Plan/MDNS

We recently completed award winning detailed design guidelines, illustrative site plans, village planning elements, and implementation zoning overlays for the historic downtown district (HBD) South, proposed adjacent town square, riverfront hillclimb, and Judson Street mixed use/residential area for the Lynden Planning Department.



City Council members wanted to create an overall strategy for developing 25 underutilized and vacant land parcels located behind the historic downtown Dutch-style commercial district that was representative of and supported by the private property owners.

We conducted a series of participatory workshops with residents and property owners of the planning area to achieve consensus on potential development project uses, designs, and other particulars. The planning task force selected a design/development strategy that incorporated a neo-traditional village planning approach to street and pedestrian areas combined with contemporary Dutch design concepts for "woonerf" parking/pedestrian area courtyards and park/open space configurations.

The plan concept created a hillclimb pedestrian corridor between the downtown and Nooksack River to complement the pedestrian corridor between the downtown and the proposed new city hall complex. Mixed-use structures will be developed along the hillclimb corridor to access carriage, single family, duplex, and rowhouse Dutch theme housing units located off pedestrian corridors along the hillside.

Our plan was eventually adopted by Planning Commission and City Council and is being implemented on an incremental basis by the individual property owners.

Snoqualmie Downtown Master Plan

We completed the award winning economic analysis, subarea plan, development concepts, and action planning projects for the Snoqualmie Economic Development Committee (EDC) and Planning Department.



City Council wanted to resolve a short and long range master plan for the historic downtown district including the Snoqualmie Falls, historic Snoqualmie Railroad & Museum, and former mill

pond and saw mill complex.

We conducted an extensive series of stakeholder interviews, focus group sessions, community

brainstorming session, and open houses to determine resident, business and property owner, and Snoqualmie Tribal concerns, proposals, and priorities.

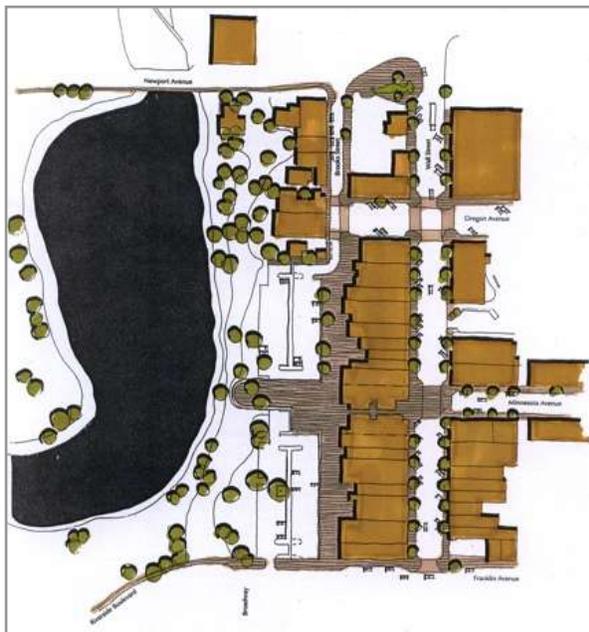
Our action plan reconfigured SR-202 - the historic downtown's main street, parking and access system, extended and linked regional and local trails and bikeways, added a riverwalk along the backside of the district, and refurbished the riverfront park and railroad station and museum park frontage.

Our subarea plan also updated signage and building design standards for a historic downtown overlay district.

And, our action plans created RFPs for design-develop competitions for the redevelopment of surplus downtown surface parking lots, the former city administrative building, and the historic planning office/bank.

Bend Riverfront Connection Projects

We developed and negotiated an agreement with private property owners for the reconstruction of a public passageway through two storefront buildings between the historic downtown and riverfront districts in Bend, Oregon.



We completed architectural and economic feasibility studies, pro forma evaluations, detailed design schematics, final contract

agreements with the property owners, and ultimately acted as the client's representative on final design reviews for the reconstruction of the passageway and surrounding buildings.

The final project constructed additional floors over an arcade configuration that installed skylights over shared elevator, restrooms, and access cores opening onto the public walkway.

Following the completion of the passageway project, we created design concepts, cost estimates, financing strategies, and construction documents for the development of a pedestrian boardwalk between the downtown and riverfront. The boardwalk adjoined a riverfront overlook that included the relocation and retrofitting of an historic house for a museum, restrooms, and other public services.

Following completion of the boardwalk, we redesigned streetscape conditions within the 12 block downtown district including traffic flow, roadway configurations, crosswalks and on-street parking, curb-cuts and access, street trees, furniture, paving, and artworks. We also created design guidelines concerning façade improvements including awnings, signage, and graphics.

And we developed cost estimates and financial options using a proportional benefit program with LID and tax increment funds. The city and Bend Development Board accomplished our revised streetscape improvements using in-house city work force.

Preston Village Development Plan

We completed a detailed analysis of environmental, land use, recreation, transportation, urban design and development guidelines for a village overlay plan for an historic rural activity center along the Interstate 90 Greenway corridor for the Preston Community Council.

Preston is an historic mill town that is located within the proposed I-90 Greenway Corridor between Issaquah and North Bend. Most of the original mill town buildings, and some descendents of the original settlers, still remain.

In recent years, the land surrounding the I-90 interchange at Preston was developed into industrial parks providing warehouse,

distribution, and some light manufacturing assembly activities that market the surrounding Puget Sound Region. These buildings were built to contemporary scales and finishes - contrasting dramatically with the older wooden single-family buildings that were erected in the adjacent historic district.



With the permission of the King County Council and the assistance of county staff, the Preston Community Council undertook this cooperative planning effort resolving a detailed village plan for the affected area that would satisfy all parties.

Our planning process incorporated a where residents and property owners met to delineate issues, define problems and opportunities, review and critique alternatives, and select final property-specific overlay zoning and urban design guidelines.

We used a participatory, illustrative approach to resolve detailed land use planning conflicts. We also developed illustrative urban design guidelines for the protection and preservation of the historic character, rural setting and unique environmental attributes.

The King County Council adopted the village development plan and funded the acquisition and development of an historic museum on the original saw mill site - a key component of the village implementation program.

Tweedsmuir Close Inc/Copper Hill Mixed-Use Development/MDNS

We completed a site evaluation, site and building prototype plan, rezone application, and expanded environmental checklist for Tweedsmuir Close (now Copper Hill) - a mixed

use project involving 8.4 acres, 100 residential units, and 30,000 square feet of office and retail space for Tweedsmuir Associates in Duvall, Washington.

The innovative project was the first to be submitted for review and approval under the new unified SEPA/GMA design and development code process we had previously developed for the city with a GMA demonstration grant.



The environmental analysis was able to utilize site and system-level impact assessments that had previously been evaluated in the city's environmental impact statements for the comprehensive plan update,

wastewater treatment plant, and unified development regulations - considerably reducing processing time and uncertainties to the developer and staff alike.

The project was subsequently developed as we designed it as Copper Hill and the over-the-store studios, townhouse, and single-family products were sold-out in record time.

Snohomish Waterfront Design Charrette

We conducted a planning and design charrette with Snohomish city staff, private property owners, and developers on the mixed-use redevelopment concepts for the extensive waterfront along the Snohomish River west of the historic downtown business district.

The city owns over 11 acres of prime waterfront that is currently used as a public works yard and storage facility. City Council and adjacent property owners were interested in determining the potentials for the property under various redevelopment options - and whether it would be possible to create a plan and implementation strategy of mutual interest to all parties.

We conducted the charrette to identify specific planning and design ideas that could meet each property owner's business and investment requirements, capitalize on the site's unique development opportunities, and create a long-range vision for this important site in the city.

The charrette identified alternative concepts for access and parking, building configurations and use occupants, public commons and shared site improvements, parks and trails, urban design, property and site development agreements, and implementing regulatory measures.

We also estimated site build-out capacities, design and regulatory revisions, a planned-action implementation schedule, a design/develop RFP competition delivery method, and other particulars necessary for the city to initiate redevelopment of the combined property holdings.



The city will soon initiate detailed planned action project and regulatory measure revisions necessary to implement the concept.

Vancouver Esther Short Redevelopment Plan

We completed an award winning urban renewal plan and implementation program for the 30 block mixed use Esther Short planning area adjacent to the downtown for the Vancouver Planning & Economic Development Department.

We accomplished detailed market assessments, physical condition surveys, land use code reviews, economic feasibility studies, development plans, and financial strategies for an underutilized trucking transport and warehouse district, vacant commercial

properties, the empty Lucky Lager brewery facilities and property holdings, and the historic Esther Short Park.

We conducted an extensive public participation program including surveys of property owners, interviews with interested developers and financial resources, and numerous public workshops with city staff and officials.

Due to our strategies, private developers constructed a mixed-use office and retail



structure at the gateway between the district and the downtown. The city completed the proposed trail and park priming improvements within and between the district and the waterfront.

And, the city acquired and

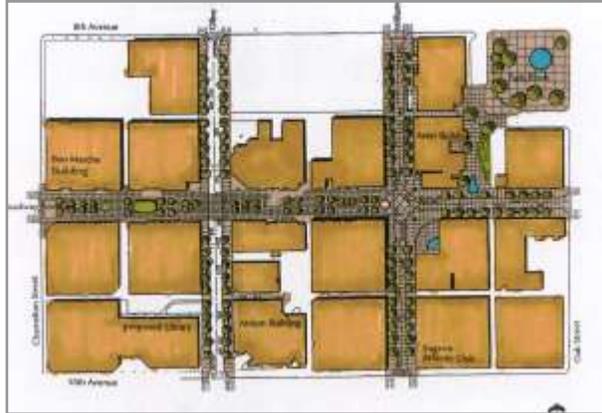
successfully offered the Lucky Lager brewery property holdings on a competitive RFP processes to private developers who developed Vancouvercenter - a mixed-use office, retail, and residential condominium project and a Hilton Hotel and Conference Center on city-lease land.

Eugene Downtown Redesign Project

We worked with the Eugene Planning & Development Department on the redesign of a 20-year old downtown pedestrian mall. The project involved public participatory design workshops and forums with more than 125 participants and public opinion surveys involving more than 600 surveys from a storefront design studio. We worked with a 15-person Downtown Design Committee involving representatives of downtown property owners, retailers, environmental and community interest groups.

The mall was constructed with urban renewal funds and required a voter-validated amendment to open streets or redesign the malls improvements. The city initiated this design project to finally resolve the public

issues that had previously forestalled the redesign of the 20-year old pedestrian mall to provide improved vehicular accessibility and a revitalized approach to indoor/outdoor, all-year activities.



Our plan resulted in a successful referendum ballot amending city bylaws allowing street and traffic reconfigurations and the redevelopment of park and public right-of-way. A new mixed-use office/residential project was completed along with the renovation and reuse of previously vacant department stores and storefront store spaces. Private developers constructed university student housing projects on the former mall main street to capture the downtown's new amenities and transportation services.

Echo Lake Mixed-Use Development

We conducted a design charrette with city council and staff, YMCA, and the private property owner and developer on the mixed use development concepts for the south shore of Echo Lake for a public park and trail, city hall, police station, YMCA, and private mixed use retail and residential uses.

The city was renting space in leased office buildings for city hall, public works, and police functions. The city needed to develop a permanent city hall and police station facility that would provide the functional building space we identified in long-range programming requirements - and realize a civic facility to represent the city image and stimulate redevelopment activity.

The Echo Lake site was one of 6 site alternatives we identified and analyzed as possible city hall options. The site was the last underdeveloped

property, an aging mobile home park, on old Highway 99 that also included one of the city's most attractive natural areas, Echo Lake, and a regional trail, the Interurban.

Our charrette identified alternative concepts for access and parking, building configurations and use occupants, public commons and shared site improvements, parks and trails, urban design, property and site development agreements, and implementing regulatory and financing measures.



We also estimated building capacities, development costs, and other pro forma particulars necessary for the participants to resolve purchase and development options, a master plan agreement, and common parking and site improvement cost allocations.

The city eventually selected another site for city hall. A private developer acquired the property and completed the project with the YMCA and additional market rate and mixed income housing in accordance with our overall proposed concept.

Lynnwood CBD Visioning Process

We worked with the South Snohomish County Chamber of Commerce, Lynnwood Community Development Department, and City Council on a CBD visioning process involving 150 downtown property owners in a series of planning and design charrettes.

The Lynnwood central business district was

developed in the 1960-1970s as a series of single story commercial and retail strip mall structures that had realized economic life-cycle returns.

Chamber of Commerce and City Council members, however, were not sure the extent to which property owners and the public would support potential redevelopment efforts - especially higher density urban mixed-use projects.



We conducted hands-on charrette sessions with the property owners evaluating present conditions and market potentials, creating development ideas, identifying and prioritizing action plan requirements.

We also created a computer-generated video illustrating the concept impacts on downtown traffic, parking, streetscapes, building heights, and development densities.

The chamber and city used our visioning and video results to enter into a joint venture program to develop and complete detailed plans, development regulations, capital facility programs, and other implementing provisions.

Tacoma Brewery District Subarea Plan and Concept Study

We provided an award winning actionable framework to transform this downtown Tacoma warehouse district into a sustainable neighborhood. Implementation strategies included new catalyst projects, adaptive reuse of historic buildings, and a focus on local creative production. Progressive interventions built up from the temporary and small scale to larger scaled public/private redeveloping focused on making and activating place.

Results of our study included the introduction of "Spaceworks Tacoma" bringing short-term uses and art installations downtown. Developers also initiated projects for our study's two identified catalyst opportunity sites;



- 1905 City Shops and Stables (24,000 square feet) and Municipal Storehouse Complex (27,000 square feet) to be transformed into a community driven public market, vending stalls, and brewery with mixed residential and creative uses, and
- 5-acre parcel of city-owned public/private partnership as a new mixed use development achieving ancillary student services and housing for UW Tacoma.

Wilmington Airpark Master Plan

We conducted market analysis, environmental assessments, site planning, development cost estimates and phasing strategy for an industrial airpark development adjacent to a joint county industrial-vocational education complex created from a surplus military airbase for the Wilmington, Ohio Community Improvement Corporation (CIC). We also developed market and infrastructure pricing strategies.

The airbase outside Wilmington was declared surplus by the US Air Force Strategic Air Command (SAC) and granted to the local Community Improvement Corporation for the purpose of stimulating economic development potentials within the area. The facility had a number of dated facilities, though one of the newer administrative buildings had been renovated to house the industrial-vocational education complex.

The CIC commissioned this planning study to determine the market for property and facilities

at the site, and the necessary improvements that would be required to package development options.



Our resulting plan retained the airfield operation and salvaged facilities and utilities that were capable of being used for industrial activities. Our plan realigned adjacent road

access, expanded railroad track service about the airstrip, and reorganized CIC ownership parcels adjacent to the field to create an industrial park providing direct airfield and railroad access opportunities. Our strategy identified likely market targets and pricing strategies focused on the airfreight and transport sectors.

The property was subsequently acquired by Airborne Express/DHL and used as the company's central nationwide operating facility based on our recruitment strategies and development concepts.

Hoff Employment Park

We developed site and environmental analysis, physical development concept plans and general marketing strategies for an office/light employment park for the Charles Hoff Estate in Upper Macungie Township, Pennsylvania. We also developed design guidelines and restrictive covenants controlling site and building improvements.

The Hoff family built the original stone farmhouse and continuously farmed the property for 120 years. The death of Charles Hoff, and recent office and industrial park developments about the SR-22 interchange just

east of the site, however, encouraged the family to commission this study to determine an appropriate development concept for the property.

Our resulting master plan provided a mixture of smaller-sized office and rail-serviced industrial sites to capture the most popular interest in the market. The lots were based on a 200-400 foot module to allow flexible lot packaging, however, should market and specific larger site user interests require.

We configured an existing natural drainage system, the stone farmhouse, some original tree stands and bordering buffers strips into a commonly owned open space system. Our concept satisfied Township environmental concerns, landscape and open space



requirements, and allowed a higher than average lot building coverage (and therefore building efficiency) than would have been possible otherwise.

Our phasing strategy built the primary east/west access road and the extended

railroad spurs to the lots fronting on the property's visible boundaries with the state highway. The strategy thereby provided an initial marketing offering of the best office and rail-serviced industrial lots on the most visible and most serviceable portions of the site. Following phases developed inward expanding or altering the mixture of office or rail-serviced industrial sites to fit market interests.

Bellevue Properties Master Planning

We completed zoning and development code analysis, site and design evaluations, alternative physical and market development concepts for 6 major downtown Bellevue property holdings

for mixed use projects including office, residential, hotel and retail uses for Bellevue Square Managers and Kemper Freeman. We also conducted workshops with the major Bellevue public approval agencies to determine issues and resolve solutions.

Over the years, Kemper Freeman acquired and Bellevue Square Managers was managing 6 key parcels within downtown Bellevue. Three parcels were within the block housing the regional shopping center, two were adjacent to the shopping center, and the last was directly adjacent to the city's public works yard on the eastern edge of the district. Bellevue Square Managers had recently completed a successful redevelopment of the Bellevue Square regional shopping center and was interested in the redevelopment opportunities available for the remaining parcels. Consequently, the company commissioned this study to determine project options.

The initial projects on three of the parcels have been successfully developed since our plan's completion.



Our resulting master plan defined and evaluated potential

redevelopment projects for each parcel based on an assessment of allowable land uses, market interests and the relationship the parcel had to the company's overall investment strategies. Our resulting plan strategy prioritized the sites based on likely market capacities and the available absorption potentials that best fit the portfolio of properties. Review sessions were held with appropriate public officials and the necessary project planning, design and environmental packaging tasks were initiated based on the results.

Our branding and wayfinding projects

Oak Harbor Waterfront Redevelopment

We conducted extensive outreach including



workshops, charrettes, open houses, and surveys of downtown property and business owners, and the public for this award-winning project including:

- Branding, tagline, and logo development
- Website development and contents (www.OakHarborComeAshore.com)
- Collateral print materials including brochures, letterheads, flyers, billboards, and information trailer wraps
- Gateway, wayfinding, directional, and trail signage systems
- Streetscape design concepts, furnishings, and banner programs

Chehalis Renaissance Project

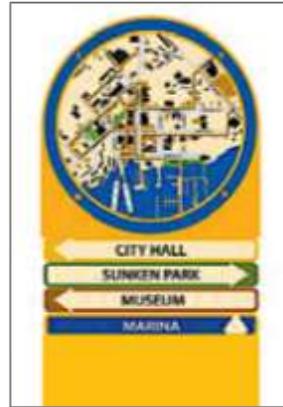


We conducted extensive public outreach involving workshops, charrettes, open houses, and surveys of business owners, community and business organizations, retail customers,

tourists, and the general public to develop this award winning project including:

- Brand and logo elements
- Website and promotional materials
- Gateway and wayfinding signage
- Historic design and landscape guidelines
- Tenant recruitment strategies
- Traffic and parking elements and projects
- Streetscape and RFP competitions

Friday Harbor Sunshine Alley Design Plan

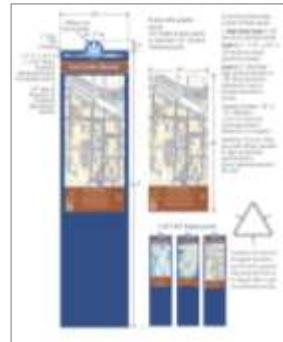


We conducted surveys, workshops, and charrettes with property and business owners, retail customers, tourists, and Island residents to develop this award winning project including:

- Market gap analysis
- Tenant recruitment strategies
- Urban design plan
- Infrastructure improvement projects
- Promotional materials
- Brand and logo development
- Gateway and wayfinding signage

Mercer Island Wayfinding Signage

We conducted workshops, open houses, and surveys of property and business owners, community organizations, public and nonprofit agencies, and the public for the development of



a master plan for a wayfinding signage system for Mercer Island including:

- Logo elements
- I-90 exit ramp designation call-outs for major destinations
- Gateway entries into the city center
- Wayfinding signage for drivers, bicyclists, and pedestrians along major destination corridors
- Smartphone apps for landmark building information for Mercer Island historic and artworks

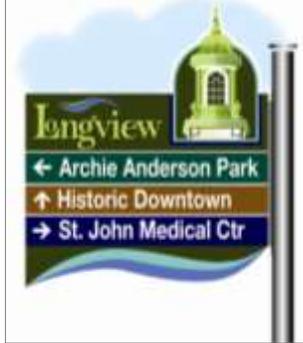
Longview Wayfinding Signage Master Plan

We conducted workshops, open houses, and surveys of property and business owners, community organizations, public and nonprofit agencies, and the public for the development of

a master plan for a wayfinding signage system for Longview including:

- Marketing, branding, and logo elements
- I-5 exit ramp designation call-outs for historic landmarks and major destinations
- Gateway entries from major regional highways

Wayfinding signage for drivers, bicyclists,



and pedestrians along major destination corridors

- Smartphone apps for landmark building information for Longview's downtown historic districts

Snoqualmie Downtown Master Plan



We conducted workshops, charrettes, open houses, and surveys of downtown property and business owners, customers, and the public for this award winning project including:

- Market organization
- Economic restructuring including

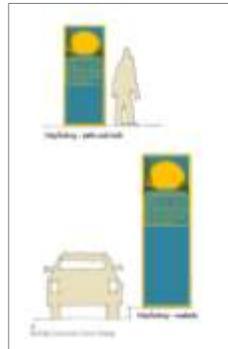
- tenant recruitment strategies
- Historic and signage design guidelines
- Promotional strategies including events
- Branding and logo elements
- Gateway and wayfinding signage

- I-90 historic district exit signage

Kelso Wayfinding Signage Master Plan

We conducted workshops, open houses, and surveys of property and business owners, community organizations, public and nonprofit agencies, and the public for the development of a master plan for a wayfinding signage system for Kelso including:

- Marketing, branding, and logo elements
- I-5 exit ramp designation call-outs for



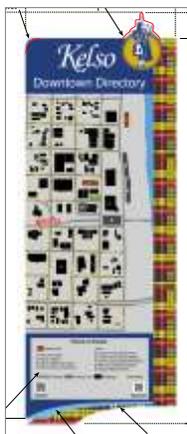
historic landmarks and major destinations

- Gateway entries from major regional highways
- Wayfinding signage for drivers, bicyclists, and pedestrians along major destination corridors
- Smartphone apps for landmark building information for Kelso's historic district

Birch Bay Community Tourism Plan

We conducted workshops, charrettes, and on-line surveys of residents, customers, and tourists for this tourism development strategy detailing:

- Marketing opportunities
- Catalytic project developments
- Promotional materials and brochures
- Branding and logo elements
- Gateway and wayfinding signage



Chehalis Renaissance Project

"I believe that the continued success of the Renaissance was a direct result of Tom's approach of actively involving the entire community in the planning efforts, drawing out their ideas, and then incorporating those ideas into the plan and resulting implementation tasks. The City of Chehalis is certainly a partner, but it is truly the community's plan. If your goal is to have a document that not only gives you the tasks, but the tools to implement those tasks, then I would recommend the services of the Beckwith Consulting Group."

Caryn Foley, City of Chehalis
PO Box 602, Chehalis, WA 98532
360-345-1042x4, cfoley@ci.chehalis.wa.us

Kennewick Bridge-to-Bridge/River-to-Rail (BB/RR) Subarea Plan/Planned Action EIS

"Tom's abilities as a meeting facilitator are excellent and if you want to develop a plan that offers detailed strategies and guidelines for development, I would recommend Tom and the Beckwith Consulting Group."

Jeff Kossow, Director Community Planning
210 West Sixth Avenue, Kennewick, WA 99336
509-585-4463, Jeff.Kossow@ci.kennewick.wa.us;

"The Beckwith Consulting Team's resulting plan and strategies for the BB/RR subarea is one of the best I have seen in my career, which includes my previous positions as Planning Director for the City of Bellingham and City of San Diego."

Bob Spaulding, Chairperson, Planning Commission (and former Director Planning Department for San Diego, California)
Spaulding01@frontier.com

Snohomish Bickford Corridor Subarea Concept, Economic Development Plan, and Snohomish River Charrette

"In recognition of the excellent planning policies created by these two projects, the Puget Sound Regional Council awarded our City a Vision 2020 Award in 2004. I recommend Beckwith Consulting Group to any community that is seeking facilitation and

analysis of planning policies, and especially for those policies that have significant potential for economic outcomes and benefits."

Larry Bauman, City Manager
116 Union Avenue, Snohomish, WA 98290
360-568-3115, bauman@ci.snohomish.wa.us

Oak Harbor Downtown/Waterfront Redevelopment Program

"Based on my experience with Tom and his consulting group, their talents can be applied to a wide variety of planning and community development situations. Developing exciting urban design solutions to practical problems in the built environment; implementing broad vision through specific, targeted projects; and utilizing processes that involve and value stakeholders are just three examples of how their skills may assist you. I wholeheartedly recommend Tom Beckwith and the Beckwith Consulting Group."

Steve Powers, Director, Oak Harbor Development Services
865 SE Barrington Drive, Oak Harbor, WA 98277
360-279-4511, steve.powers@oakharbor.org

Enumclaw Community Visioning

"The Beckwith Consulting Team's approach to community involvement for the City's visioning process allowed us to reach a broad cross-section of our citizens, many of whom do not ordinarily participate in planning exercises. The approach brought ideas from diverse stakeholders together and developed broad community support for the highest priorities. Tom is a great facilitator and was instrumental in helping our elected officials reach consensus."

Erika Shook, Director
Community Development Department
1309 Myrtle Avenue
Enumclaw, Washington 98022
360-825-3593, EShook@ci.enumclaw.wa.us

Lynden South HBD Subarea Plan and Downtown Streetscape Program

"Tom comes highly recommended and is an absolute pleasure to work with. You will not

be disappointed with the services Tom and his team provide...He continues to be a valuable resource to call on as needed for various implementation measures.”

Amy Harksell, Director, Planning Department
323 Front Street, Lynden, WA 98264-1997
360-354-5532, harksella@lynden.wa.org

Hilltop Subarea Plan & Planned Action EIS

“The Beckwith team worked with the City to bring a candid, healthy focus on implementation, achievable results, and the shared responsibility for carrying out the plan and its action strategies. This approach helped to overcome neighborhood weariness about plans and provide a platform that will hopefully translate into greater community collaboration and the sustained energy needed for implementation.”

Brian Boudet, Planning Division Manager
City of Tacoma, Washington
747 Market Street, Room 345
Tacoma, WA 98402
253.573.2389, bboudet@cityoftacoma.org

Snoqualmie Downtown Master Plan

“The ongoing interest and commitment to downtown revitalization was focused and strengthened by Beckwith’s targeted recommendations and implementation plan. Based on our experience working with Tom and the quality and effectiveness of the resulting downtown master plan I would recommend Beckwith Consulting Group to those looking for similar guidance and success.”

Nancy Tucker, Planning Director
City of Snoqualmie, PO Box 987, Snoqualmie, WA
98065
425-888-5337, NTucker@ci.snoqualmie.wa.us

Port of Bellingham Birch Bay Tourism Strategy

“I found Tom thoroughly knowledgeable about tourism development, and he was very customer focused. He was engaged with the project steering committee and responsive to questions and concerns as the project evolved. Today Birch Bay is rebounding with more visitor and commercial activity.”

Dodd Snodgrass, Economic Development
Specialist

Port of Bellingham, 1801 Roeder Avenue, PO Box
1677, Bellingham, WA 98227-1677
360-676-2500, DoddS@PortOfBellingham.com

**Kittitas Valley Event Center Master Plan,
Kittitas County Tourism Action Plan, Kittitas
County PROS Plan**

“The Beckwith Consulting Group and Tom Beckwith worked hand-in-hand with us to create a plan that met our community’s needs and wants. They developed a strategy to create the plan, and followed through, being attentive to local input every step of the way. They were patient and responsive while providing suggestions that were obviously the result of wisdom and experience that can only be gained over time.

What came out at the end of the process was a custom strategy for our county, not some cookie-cutter plan written years ago with the names and dates simply changed. We are extremely pleased with the results and are already seeing success with implementation.”

Paul Jewell, Kittitas County Commissioner
Kittitas County Courthouse
205 W 5th Ave
Ellensburg, WA 98926-2887
509-962-7508, paul.jewell@co.kittitas.wa.us



ECONOMIC DEVELOPMENT SERVICES

for the City of Monroe

January 17, 2018

Submitted to:



City of Monroe
806 W. Main Street
Monroe, WA 98272

Submitted by:



Community Attributes Inc.
1411 4th Ave., Suite 1401
Seattle, WA 98101





CAI tells data-rich stories about communities that are important to decision makers.

CHRIS MEFFORD, PRESIDENT & CEO

1411 4th Ave., Suite 1401
Seattle, WA 98101
206.523.6683
www.communityattributes.com



EQUAL OPPORTUNITY COMMITMENT

Community Attributes Inc. is intolerant of discrimination in any form, particularly discrimination based on the basis of an individual's race, national origin, color, creed, religion, sex, age, disability, veteran status, sexual orientation, gender identity, or associational preference, genetic information, political beliefs, or because all or part of an individual's income is derived from any public assistance program. CAI is committed to equal employment opportunities and makes every effort to partner with organizations who hold similar values, and who enact similar policies in their employment practices.

City of Monroe
Attn: Elizabeth Adkisson
806 W. Main Street
Monroe, WA 98272

RE: Economic Development Services

Dear Ms. Adkisson,

Community Attributes Inc. (CAI) is pleased to submit our qualifications for economic development services for the City of Monroe.

CAI is an established regional leader in crafting strategic and actionable economic development plans. We have worked with numerous cities throughout the Pacific Northwest to construct data-driven, implementable plans that are supported through cohesive branding and graphic design. Our experience includes economic development plans for the Washington cities of Kenmore, Kent, Lynnwood, Sammamish, and the North Stillaguamish River Valley. These plans are place-specific and grounded in multi-channel community engagement.

Moreover, our work in economic development benefits from robust engagement with the private sector. Outreach to the business community is tailored to understand challenges and opportunities related to business relocation and expansion. Creating actionable BRRE strategies for cities, based on the specific experiences of local employers, is a cornerstone of our approach to economic development.

CAI's economic development team includes in-house economists, planners and graphic designers who, together, approach projects holistically. Our value lies in the firm's core competencies, including:

- > Economic development strategies with a clear understanding of the role of the public and private sectors in stimulating economic growth
- > A focus on implementation and real-world, measurable results
- > Data driven, statistical analyses to inform plans and policies

In retaining CAI, you can be assured of Principal-level participation and commitment, transparency, objectivity and a collaborative spirit.

We welcome the opportunity to work with the City of Monroe. Thank you for your consideration and we look forward to discussing our qualifications and approach. You may contact me for further coordination at 206-523-6683.

Sincerely,



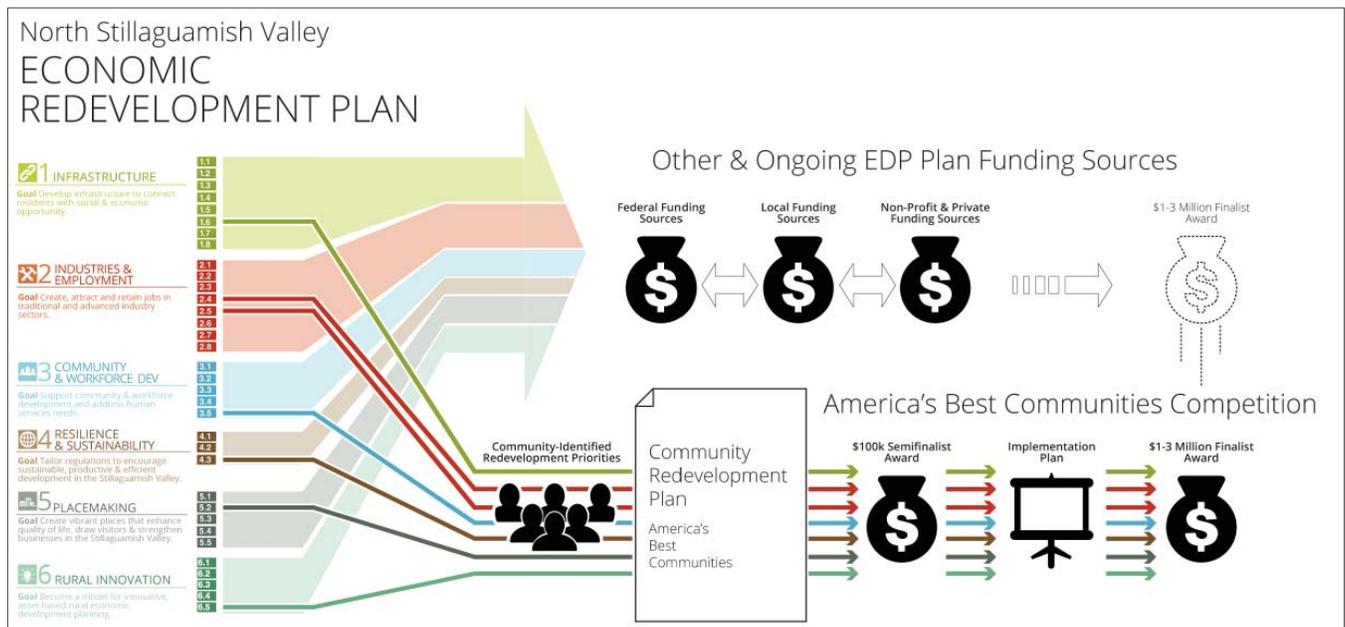
Mark Goodman, Project Manager
mark@communityattributes.com

Economic Development Experience & Knowledge

Our experience with economic development ranges from site specific strategies to broader community wide economic development strategic plans. We've worked in a diverse range of communities across the state of Washington. Examples of our broader strategic work include the North Stillaguamish Valley Redevelopment plan, which resulted in an action oriented strategy for the disaster affected communities of Arlington, Oso and Darrington. We leverage our data driven approach and deep knowledge of real estate, demographics and finance to drive our strategic process.

Economic Development Tools & Analysis

CAI is known as a leader in developing demographic profiles that facilitate data-driven economic development planning. We maintain economic data and key indicators in-house, enabling us to expedite analyses with accurate and up-to-date information. Much of CAI's work includes mixed-use and commercial development analysis for town centers and neighborhood commercial plans. Since our founding we have worked with numerous municipalities to assess real estate market potential and factors that limit development.



Economic Development Financing

Our projects have helped our clients raise significant private and public dollars to support implementation. Most recently, CAI facilitated the Community Revitalization Plan for Arlington/Darrington, which was awarded \$50,000 and was one of 15 community plan selected to compete for up to \$10 million in the national America's Best Communities program. Our recent work on Issaquah's Industry Cluster Profile helped the city win an Innovation Partnership Zone designation (IPZ) for Sports Medicine. The IPZ can be leveraged for future business recruitment, grants and state funding.

Public-Private Partnerships

Powerful, lasting partnerships between our public-sector economic planning clients and private-market actors have led to outcomes that would be otherwise unachievable with public resources alone. In partnership with client cities, counties, and regional agencies, our plans have directed public spending to infrastructure and Local Improvement Districts that have resulted in significant private investment. Publicly-held real estate as well as land use policy, regulations, and programs have been leveraged for the private development of long-term community assets in places like Lynnwood's City Center, the Kent ShoWare arena, and the Sammamish Town Center.

Implementation of Successful BRRE Programs

Community Attributes is currently the on-call consultant for analytic support for the Economic Alliance of Snohomish County (EASC). Community Attributes is the BRRE firm for EASC, providing quantifiable data and analytics supporting BRRE initiatives. As part of the strategic planning process for Economic Alliance Snohomish County's Economic Redevelopment Plan, Community Attributes supported BRRE efforts. The project was grounded in CAI's demographic and economic analysis of the area, which identified regional opportunities and challenges crucial to the strategic process all in the name of business recruitment. In that capacity, CAI President and CEO, Chris Mefford served as King County's interim Economic Development Adviser. His on-call support included providing strategic direction on the county's economic development strategy; guidance on developing components of the King County Comprehensive Plan; mapping of the county's economic development assets; and facilitating outreach and coordination. Chris's efforts to refresh King County's Economic Development Strategy included identifying necessary policy changes and near- and long-term strategic initiatives. Additionally, Chris is a board member of the Economic Development Council which lends him the knowledge in BRRE needs and requirements.

Business Relocation or Expansion Assistance

We have completed several projects that have entailed working with businesses to understand their expansion and site needs and how they evaluate their relocation decisions. Specifically, our maritime industry cluster study, PSRC Industrial Lands study, Seattle Local Production study, Snoqualmie Retail Improvement Strategy, and our retail and tourism strategies for the City of Spokane Valley all included robust outreach to business owners. Conversations focused on identifying and addressing impediments to relocation and expansion. These projects culminated in recommendations to cities and private enterprises that pertain to relevant challenges.

Community Engagement & Outreach

Our approach to public engagement provides stakeholders with a data-driven economic development framework so they have a thorough understanding of constraints and opportunities to facilitate productive conversations. Our economic development plans expertly integrate stakeholder feedback to draw from both quantitative responses and qualitative insights. CAI regularly leads public outreach activities such as public meetings, in-depth interviews, surveys and working group meetings.

Branding, Graphic Design & Project Identity

Our economic planning and community development projects utilize coordinated branding strategies across multiple channels including print, web, and social media. We aim to create a distinctive, recognizable project identity to ultimately foster greater levels of community and stakeholder involvement and excitement. In our recent work, planning for economic recovery and resiliency in Okanogan County following the devastating wildfire seasons of 2014-2015, we created a robust website, that co-branded with print materials and social media. This website allowed us to host dynamic analysis visualizations as well as a virtual town hall with an interactive webmap and comment forum to support community engagement.

PROJECT APPROACH

Background

The City of Monroe and partner organizations including the Chamber of Commerce, Downtown Monroe Association, advisory boards and commissions, and together with the grass-roots participation of residents, leaders, and the business community, has made tremendous strides in planning for its economic future. A coherent strategy, articulated at multiple scales and supported by specific, place-based implementing actions has been developed, adopted by the City, and seems to enjoy a level of consensus.

And while significant actions have been implemented – including the permit fee waivers for downtown development – it is here where the going gets tough. In our experience, it can be precisely where cities stop - with a set of well-drawn plans awaiting coordinated funding and implementation. Yet, good plans are only the beginning. With this RFP, Monroe has taken the next, most important step: to pivot toward the leadership, coordination, work planning, funding, timing, and evaluation required for the real-world implementation of the wealth of good ideas it has generated to strengthen and diversify its economic future.

Project Understanding

Community Attributes brings broad experience to bear on developing, structuring, funding, and evaluating business recruitment, retention and expansion efforts for cities in the central Puget Sound. We have succeeded demonstrably in this capacity in Kent, Issaquah, Lynnwood, Bothell, Tacoma, and Sammamish. We understand the critical roles that underlie successful implementation – including human relationships, timing, visibility, and coordination with funding cycles and budgets. With Monroe’s excellent planning and a strong new City Administrator-Mayor relationship, we are excited about the possibilities here.

For this work, Community Attributes will support Monroe in the specific, crucial elements of BRRE program and policy implementation: workplan development, prioritization, funding, coordination, communications, metrics and evaluation, as well as event strategy, and technical assistance. As a first step, CAI will compile and inventory the BRRE-specific strategies and actions expounded within the four planning documents detailed in the RFP. Overlapping strategies and actions will be synthesized to orient action toward a common end, and direct versus supporting BRRE actions will be distinguished. We will next evaluate and report back on progress made toward these strategies to date – including on the specific priority actions outlined in the 2015 Comprehensive Plan update.

Community Attributes will also evaluate the critical nexus of funding timing and availability – including City budgets, capital improvement plans, and partner funding cycles – as well as outside state, federal, foundation and other funding sources. Mechanisms such as Local Improvement Districts, Business Improvement Areas, and other means of leveraging private investment will be closely assessed in particular. A thorough understanding of the funding landscape for the City’s economic development wish-list will allow for realistic prioritization and timing of actions and interventions. At the same time, we will guide and assist the City and DMA in positioning and applying for specific funding opportunities for downtown revitalization.

With a draft workplan taking shape, prioritized and tied to specific funding mechanisms and timing, we will next evaluate the human and institutional capacity of the City and partners to implement specific interventions. This work will proceed from the strong outline of roles and responsibilities developed in 2016’s Downtown Revitalization Strategy for the City, DMA, and Chamber. Lead and supporting champions will be recruited to develop, implement, and track specific action areas where consultants leave off, and supporting roles identified. Formation and ongoing curation of these teams will be integral to the workplan’s success; as such, opportunities for team building and facilitation would be continually identified and pursued throughout the duration of the project.

Finally, a clear, timely, and effective feedback loop will be necessary to continually adjust and respond to changes in the economic development landscape of the City and region. CAI will develop targeted metrics and a platform/ mechanism for evaluation accessible to content champions – as well as a schedule for periodic updates of evaluation metrics by content leads, and a yearly update to City Council on overall progress.

In tandem with the BRRE workplan development, implementation, and tracking at the heart of this work, CAI will act in a technical advisory and support capacity for Monroe, and represent the City as necessary at economic development meetings and events. We are highly capable designers and deliverers of compelling visual content – both print and web-based – in support of economic development, and will produce a suite of publicly-available materials highlighting socio-economic and market opportunities in the City. Finally, we will evaluate the role of Monroe’s existing events in the region’s tourism landscape and make additional recommendations leveraging its assets to boost visitation to the City.

WORK PLAN

PART 1: BASELINING

Task 1.1 – BRRE Inventory

Community Attributes will inventory and assemble all BRRE strategies, policies, and actions presented to date in adopted City plans, including policies and actions related to economic development in Monroe's 2015 Comp Plan Update Economic Element; the six thematic areas and supporting steps detailed in the 2015 Economic Development Strategy; immediate actions and sustained efforts from 2016's Downtown Revitalization Strategy; and 2008's Downtown Sub Area Master Plan; and 2016's Downtown Revitalization Strategy. City Council goals and directives will be added.

Task 1.2 – Gap Analysis & Supplementary Strategy Development

After completing the inventory of current BRRE strategies, policies and actions, CAI will review that inventory for completeness, and will offer recommendations for strategies and actions to fill any identified gaps, ensuring that Monroe benefits from a comprehensive approach to BRRE activities.

Task 1.3 – Organization & Progress to Date

BRRE actions will be organized along a spectrum of direct to indirect interventions. Indirect interventions support business recruitment, retention, and expansion peripherally – such as infrastructure and urban design projects. CAI will evaluate any and all progress made to date on adopted policies, programs, or actions.

PART 2: FUNDING & PRIORITIZATION

Task 2.1 – Funding Availability & Timing

Given BRRE goals and actions, traditional and non-traditional funding sources and mechanisms will be evaluated for applicability to implementation. Creation and maintenance of LIDs, BIAs and other mechanisms that leverage private investment will be proposed as appropriate. If necessary, published Plans may be utilized to apply for specific program funding. Actions will be brought together with proposed funding sources and timing and presented in a summary memo and matrix.

Task 2.2 – BRRE Priorities

In addition to funding availability and timing, BRRE interventions will be assessed based upon factors including location, complexity and coordination, ownership, economic benefit or ROI, and relationship to other City goals. Based upon this matrix, CAI will propose high priority actions for focus and implementation in the near term. Based on this prioritization, and in consultation with the Mayor, City Administrator, and economic development committee, CAI will create a targeted list of strategies and actions for a 2018-2019 BRRE work plan.

PART 3: IMPLEMENTATION

CAI will provide outreach and speak to businesses. Additionally, CAI will organize events and/or open houses utilizing our contacts and networks. CAI will synthesize industry trends with Monroe's socio-economic findings, assets, and goals. Get credit for material produced for Task 5.3

PART 4: EVALUATION

Task 4.1 Economic Metrics

CAI will outline, gather and evaluate key economic data to establish baseline metrics to determine the success of BRRE initiatives. Such metrics may include total employment, employment in key industry clusters, jobs to household ratio, commercial real estate deliveries, commercial vacancy and absorption, leads and inquiries, net new business licenses, gross business income, taxable retail sales, median household income and other tailored metrics, as appropriate to meet project goals.

Task 4.2 Participation & Visitation Metrics

CAI will obtain key data specific to event participation and visitation from non-residents to establish baseline metrics to determine the relative draw of community events, and their efficacy at drawing visitors to Monroe. Such metrics may include tourism-related taxable retail sales, hotel and motel occupancy, lodging tax receipts, traffic counts correlated to event dates, and other metrics, as appropriate.

PART 5: TECHNICAL & SUPPORT SERVICES

Task 5.1 – Technical Support

Community Attributes will provide technical assistance at monthly economic development committee meetings and any other special meetings as required. Such assistance may include targeted presentations of content produced during the project, facilitation, and other tasks related to strategy development and implementation. CAI staff will be available for technical and support services via phone, e-mail and a limited number of in-person meetings (see: Task 5.2). CAI can also continue technical support after the end of the contract through the negotiation of a contract for on-call services.

Task 5.2 – Meeting & Event Attendance

Community Attributes will represent the City as needed at meetings and economic development events throughout the region for the period of the contract. CAI will determine the number of meetings and events to attend, in coordination with the client, during the contracting process.

Task 5.3 – Resource & Template Development

CAI will propose and develop a menu of templates for clear, accessible, branded, and visually engaging resource materials related to economic development inquiries and marketing in the City to be made available in both print and downloadable formats.

Optional: Online resources, including dynamic web maps, data dashboards, and other tools

REFERENCES

City of Sammamish

Kellye Hilde, Planning Manager

425.295.0582, khilde@sammamish.us
CAI Project: Economic Development Plan

City of Kent

Ben Wolters, Economic and Community Development Director

253.856.5454, bwolters@ci.kent.wa.us
CAI Project: Kent Economic Development Plan

City of Spokane Valley

Mike Basinger, Economic Development Manager

509.720.5331, mbasinger@spokanevalley.org
CAI Project: Spokane Valley Retail and Tourism Strategies

FEE SCHEDULE

CAI can tailor our work plan to meet client needs and budget constraints, and we look forward to a constructive conversation about how we can best serve Monroe. Our rate sheet, below, provides hourly billing rates for staff anticipated to work on this project. We do not anticipate any additional fees or expenses for to complete the work as outlined.

TEAM MEMBER	TITLE	HOURLY RATE
Chris Mefford	Principal in Charge	\$295.00
Mark Goodman	Project Manager	\$135.00
Marlo Sandler	Senior Project Manager	\$190.00
Elliot Weiss	Project Manager	\$130.00
Kristina Gallant	Planning Analyst	\$107.50
Maeve Edstrom	Information Design Manager	\$120.00
Bryan Lobel	Senior Planner	\$125.00

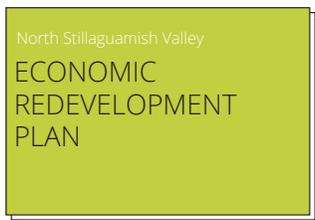
RELEVANT EXPERIENCE

Economic Alliance Snohomish County: Economic Redevelopment Plan

In response to the catastrophic 2014 Oso Landslide, the Economic Alliance Snohomish County partnered with CAI to prepare an economic redevelopment strategic plan for the entire North Stillaguamish River Valley. The project was grounded in CAI's demographic and economic analysis of the area, which identified regional opportunities and challenges crucial to the strategic process. CAI then facilitated a rigorous outreach process and solicited input from residents, community leaders and business owners. Three community forums—ranging in size from 10 to 35 participants—were held to obtain input specifically from residents who were asked to comment on proposed strategic priorities. A working group, composed of elected officials, representatives from key Snohomish County offices, WSU and Workforces Snohomish, provided regular guidance to the team. CAI also surveyed 40 businesses to ascertain the impact of the landslide on local business operations. The finalized strategic plan identifies six overarching redevelopment areas: infrastructure, industries and employment, community and workforce development, resilience and sustainability, placemaking and rural innovation.

After the plan was completed, the communities of Arlington and Darrington used objectives in the plan to enter the America's Best Communities competition to receive funding for community revitalization actions. As finalists in the competition, the team was awarded \$100,000 for implementation.

In 2016, the Puget Sound Regional Council awarded the Economic Redevelopment Plan the Vision 2040 Award for its innovative approach to achieve sustainable economic development. (2015)



Why is it important?

On March 22, 2014, a massive landslide near Oso, Washington, in the North Stillaguamish Valley covered an area of approximately one square mile with mud and debris in less than a minute, killing 43 people and destroying 36 homes. This disaster created acute impacts and exacerbated the long-term economic challenges facing this rural valley. This plan is part of the community's effort to achieve sustainable, long-term economic development.



What did we learn?

The economic profile relied on rigorous analysis of demographic and economic data from various sources, as well as historical research and a deep stakeholder engagement process. The following findings underpin the strategies.

- History**
 - > Economic roots in resource industries - timber, mining
 - > Arlington's economy has diversified into industrial sectors
 - > Population growth concentrated in urban areas of County
 - > Little population growth in much of Valley
- Demographic Trends**
 - > Higher concentration of residents aged 65+ than region
 - > Higher concentration of family households in Arl. / Darr.
 - > Less racially diverse than the region except Hispanic pop.
 - > Lower rates of educational attainment & household income
- Economic Trends**
 - > Valley workers live throughout region
 - > Mig jobs in decline relative to other sectors; services growing
 - > Valley residents work in Arlington, Marysville, Everett, Seattle
 - > Arlington is the area's primary employment center & growing

What happens now?

Many of the action steps are specific and ready for implementation today, and others require additional collaboration amongst local leaders to add detail for execution. The EASC will continue to coordinate and lead implementation conversations and advance key strategies for long-term success in the North Stillaguamish Valley.

What is it?

In August 2014, the U.S. Economic Development Administration (EDA) awarded the Economic Alliance Snohomish County (EASC) a grant to create an economic redevelopment plan for the North Stillaguamish River Valley. A Working Group, composed of elected officials, representatives from key Snohomish County offices, Washington State University and Workforce Snohomish, gave regular guidance to the team. Additionally, a rigorous outreach process - including community forums, expert interviews and formal and informal business surveys - shaped content of the plan in a meaningful way. The report includes an economic profile that establishes context for the goals, strategies and actions that follow.

GOALS & STRATEGIES

1. INFRASTRUCTURE: DEVELOP INFRASTRUCTURE TO CONNECT RESIDENTS WITH SOCIAL & ECONOMIC OPPORTUNITY

- 1.1 Build highway and arterial infrastructure critical for economic development
- 1.2 Enhance public transportation access and broaden transportation alternatives
- 1.3 Continue to develop pedestrian and bike networks
- 1.4 Strengthen freight rail infrastructure in the lower Valley
- 1.5 Position the Arlington and Darrington Municipal Airports for an increased role in economic development activities
- 1.6 Improve telecommunications infrastructure
- 1.7 Implement priority improvements to utility infrastructure
- 1.8 Improve safety for motorized and non-motorized traffic along the SR 530 corridor

3. COMMUNITY & WORKFORCE: SUPPORT COMM. & WORKFORCE DEVELOPMENT AND ADDRESS HUMAN SERVICES NEEDS

- 3.1 Prioritize and invest in the development of strong workforce talent across all demographics
- 3.2 Provide opportunities for post-secondary, continuing and adult education and re-skilling
- 3.3 Connect Valley residents with employment opportunities throughout the region
- 3.4 Improve access to existing human services resources for Valley residents
- 3.5 Expand programming and recreation opportunities for Valley youth

5. PLACEMAKING: CREATE VIBRANT PLACES THAT ENHANCE QUALITY OF LIFE, DRAW VISITORS & STRENGTHEN BUSINESSES

- 5.1 Ensure a range of affordable and high-quality housing options for Valley residents
- 5.2 Beautify and maintain the public realm, including streetscapes, parks and gateways
- 5.3 Continue to extend the exceptional recreational infrastructure of the Stillaguamish Valley
- 5.4 Elevate sustainability and good design as a priority in new development throughout the Valley
- 5.5 Market the Valley's unique place-based assets and stories

2. INDUSTRIES & EMPLOYMENT: CREATE, ATTRACT AND RETAIN JOBS IN TRADITIONAL AND ADVANCED INDUSTRY SECTORS

- 2.1 Support and grow existing businesses
- 2.2 Foster entrepreneurship and drive new business creation
- 2.3 Cultivate a positive business and regulatory climate
- 2.4 Provide space for the creation, expansion or relocation of businesses
- 2.5 Enhance the diversity and character of retail and services offerings
- 2.6 Grow family wage employment in the Industrial Sector
- 2.7 Stabilize natural resource industries and continue to grow value-added activities
- 2.8 Continue to strengthen sustainable tourism assets and supporting services

4. RESILIENCE & SUSTAINABILITY: TAILOR REGULATIONS TO ENCOURAGE SUSTAINABLE, PRODUCTIVE & EFFICIENT DEVELOPMENT

- 4.1 Ensure alignment and consistency of adopted policy and regulations addressing sustainability and resilience in the built environment
- 4.2 Study, prioritize and implement enhanced hazard mitigation measures
- 4.3 Strengthen protection of the Valley's unique natural resources and environment

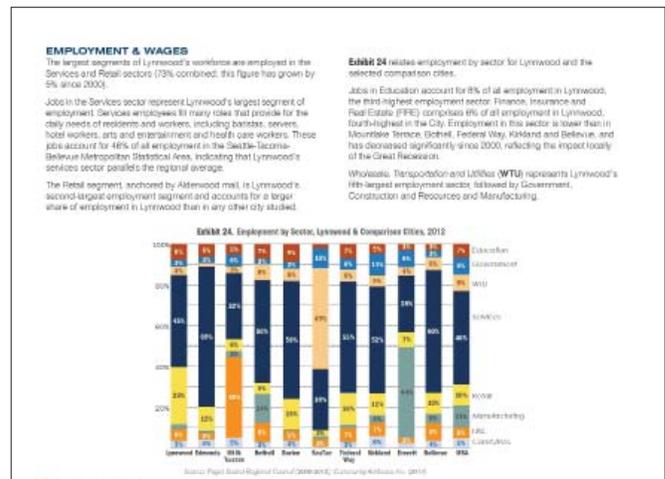
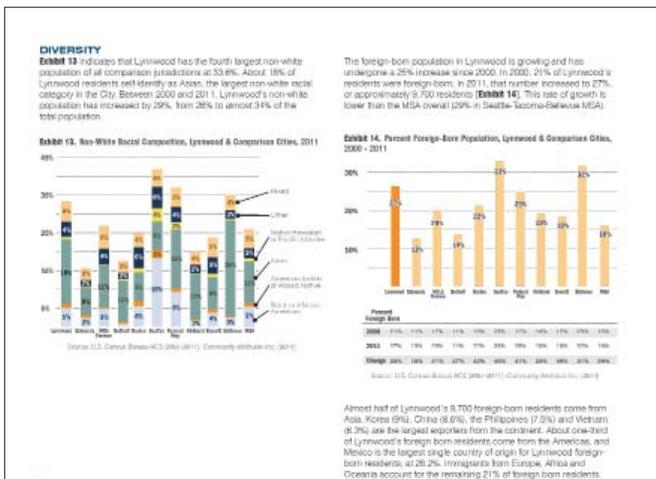
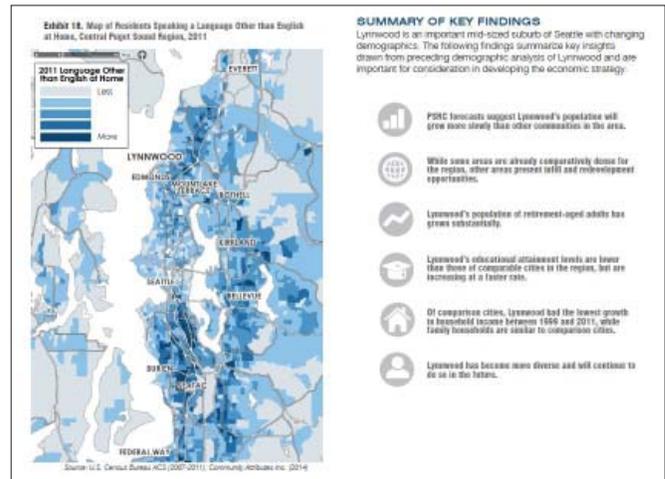
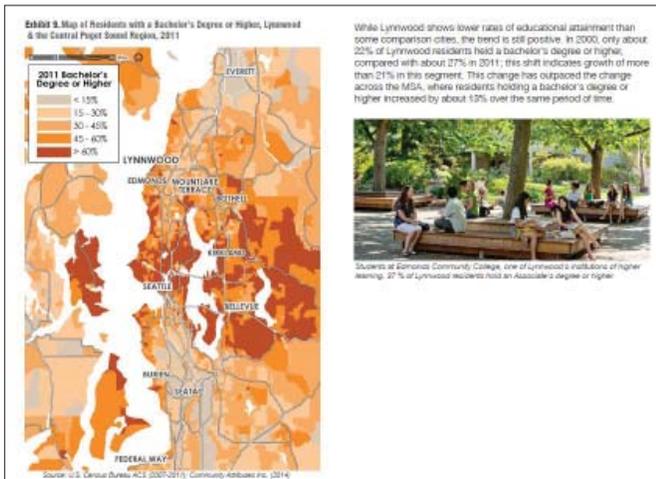
6. RURAL INNOVATION: BECOME A MODEL FOR INNOVATIVE, ASSET-BASED RURAL ECONOMIC DEVELOPMENT PLANNING

- 6.1 Develop and foster a regional innovation ecosystem around Valley entrepreneurialism
- 6.2 Improve Stillaguamish Valley access to innovation capital and resources
- 6.3 Advance the quality and sustainability of natural resource-based employment in timber and mining
- 6.4 Explore innovative practices and value-added activities in Stillaguamish Valley agriculture
- 6.5 Leverage outdoor recreation and tourism to support sustainable economic development in the upper Stillaguamish Valley



City of Lynnwood: Economic Development Plan

Community Attributes Inc. led a regional economic and demographic analysis, housing and real estate market analysis, and a retail opportunities assessment in support of the creation of the City of Lynnwood's strategic economic development plan. CAI analyzed economic trends and local conditions to reveal the City's role within the regional economy and identify potential economic opportunities for the City. After working with the public in a series of outreach activities, CAI also linked the data to specific, actionable strategies aimed at an equitable plan for sustained economic growth (2014 - 2015).



City of Astoria, OR: Five-Year Economic Development Strategy

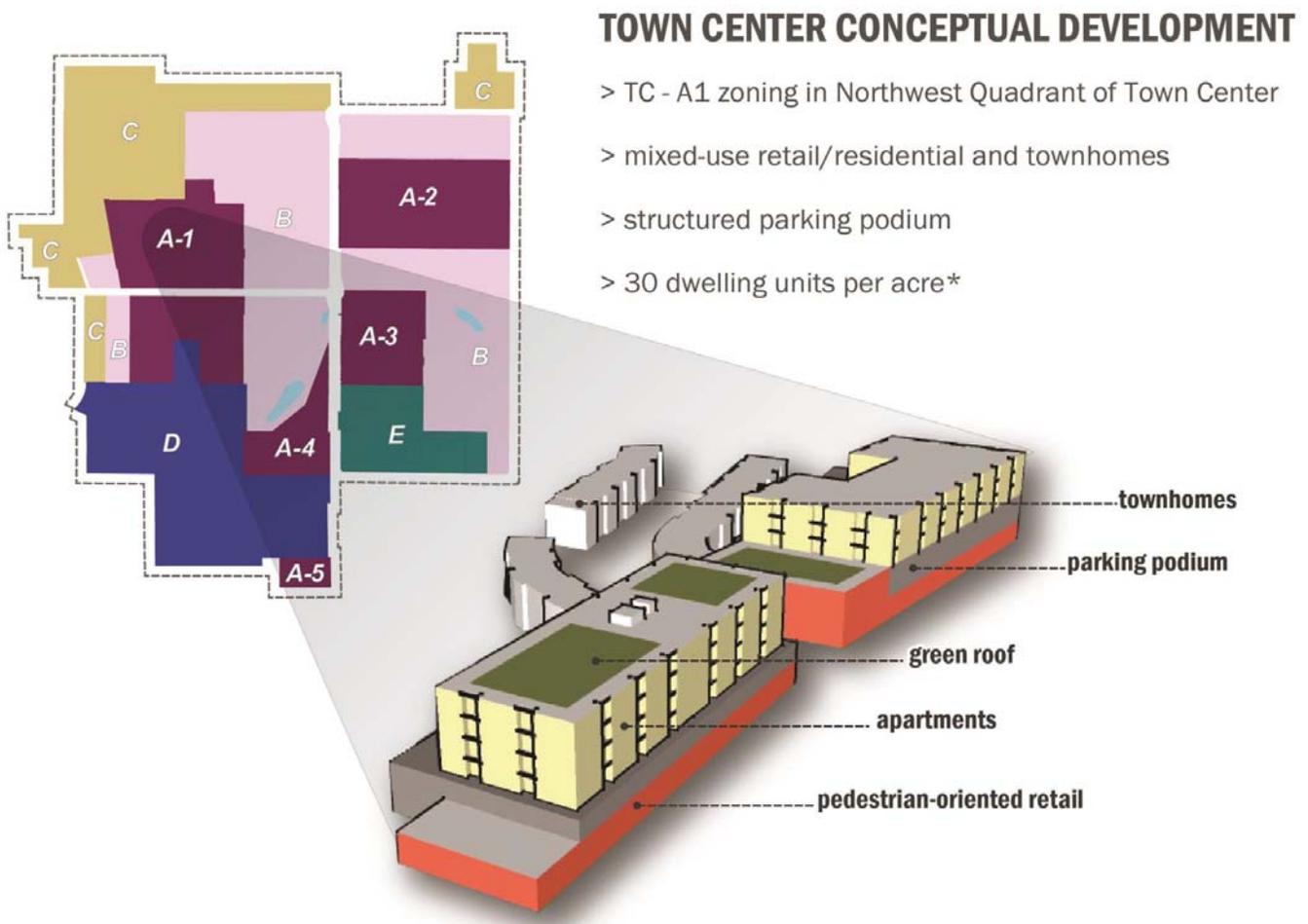
CAI is currently leading a five-year economic development strategy for the City of Astoria, OR. Final economic development strategies, actions and implementation measures will draw from an economic opportunity analysis and stakeholder engagement. CAI's analysis of economic opportunities presents an overview of regional economic and demographic data, and a comparison to national trends. CAI will apply appropriate buildable lands methodologies to estimate and inventory available employment lands. Stakeholder engagement will include industry focus groups with leaders in sectors such as food manufacturing and education. CAI will also facilitate a community forum or open house to garner feedback on proposed economic development strategies. The final report will feature strategies with recommendations on disposition, marketing and recruitment for key redevelopment sites in the Astoria area. (2017)



Pop-up displays presented key data to describe Astoria's historic economic drivers and current economic challenges.

City of Sammamish: Economic Development Plan

Community Attributes Inc. created an economic development plan for the City of Sammamish, with an emphasis on the Sammamish Town Center. CAI developed commercial and housing profiles to analyze employment, real estate, retail, commercial and demographic data for Sammamish's major commercial activity centers. Stakeholder engagement efforts included interviews with representatives from government and private sector leaders, business forum facilitation and workshops. The report included assessments of strategic advantages, challenges and opportunities to support and grow the commercial and residential assets in the City of Sammamish. (2014)



City of Kent: Economic Development Plan

For the City of Kent, Community Attributes Inc. provided project management of an economic development plan. CAI developed industrial and commercial profiles which analyzed employment, real estate, retail, commercial and demographic data for Kent's major commercial and industrial activity centers. Stakeholder engagement efforts included interviews with representatives from government and private sector leaders, business forum facilitation and workshops. The report included assessments of strategic advantages, challenges and opportunities to support and grow the commercial, industrial, residential and retail assets in the City of Kent. CAI conducted a second phase focusing on stakeholder feedback analysis, including interviews with City Councilmembers and facilitation of three business forums. (2012 & 2014)

1 CITY IMAGE & BRANDING STRATEGIES & ACTION STEPS

Strategy 1.1 Signal Kent Aspirations with Implementation of Compelling Branding Identity

1.1.1 Brainstorm A Brand ✓
Conduct a branding charrette for Kent with business and community leaders and City staff.

1.1.2 Develop Kent's City-Wide Brand ✓
Engage a branding consultant to translate the results of branding charrette and other branding ideas (how about "Made in Kent"?) into a robust and compelling identity that reflects Kent's aspirations as articulated in *Vision 2025* and highlights the City's business-friendly attitude [1.2.6].

1.1.3 Include District Identities
Develop, in tandem, branding themes for major Downtown, East Hill and West Hill Commercial Centers in Kent [2.1.2].

Cross Listed Action Steps

2.1.2 Brand the Shopping Areas



VISION 2025 GOALS

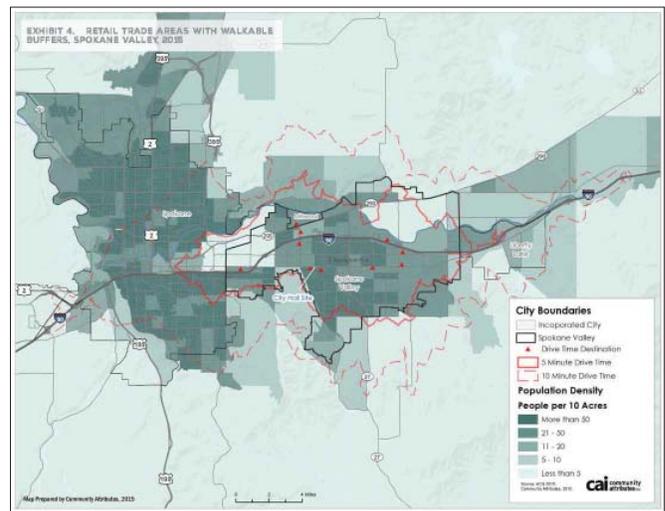
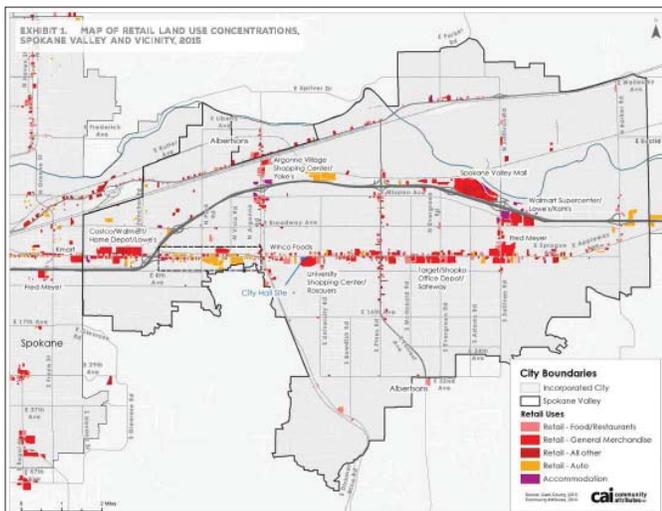





CAI's Economic Development Plan for the City of Kent is an example of a fully branded strategic plan designed to be used as an implementation guidebook for City officials. The document is organized by five over-arching goals, with an implementation chapter that indicates lead staff, funding and priority levels of each action.

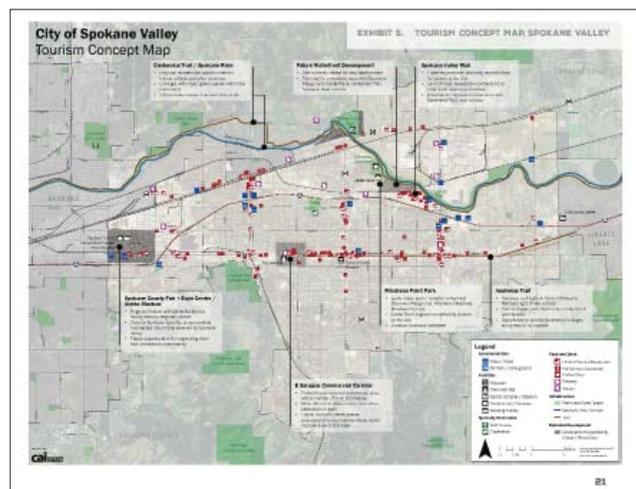
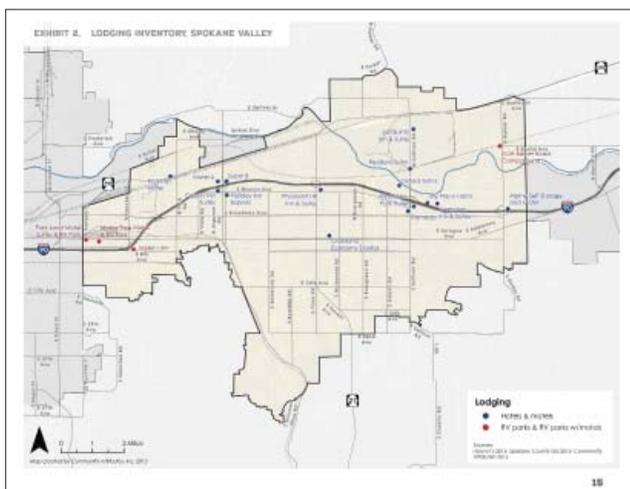
City of Spokane Valley: Economic Retail Recruitment and Improvement Strategy

CAI produced a retail analysis to inform the City's understanding of its retail trade area, retail demand, and citywide demographics. This two-phase project began by establishing a baseline of information to understand the city's economic assets, opportunities and near- and long-term retail challenges. Phase I resulted in an analysis of the City's trade base, including its existing retail offerings and emerging destinations; primary and secondary retail trade areas; household demographics and employment; and trade capture rates and gaps in retail offerings. Phase II drew from findings in Phase I to produce strategic action steps for the City to implement. This actionable plan will help with recruitment, benchmarking performance metrics, and tracking progress toward citywide goals. (2015–2016)



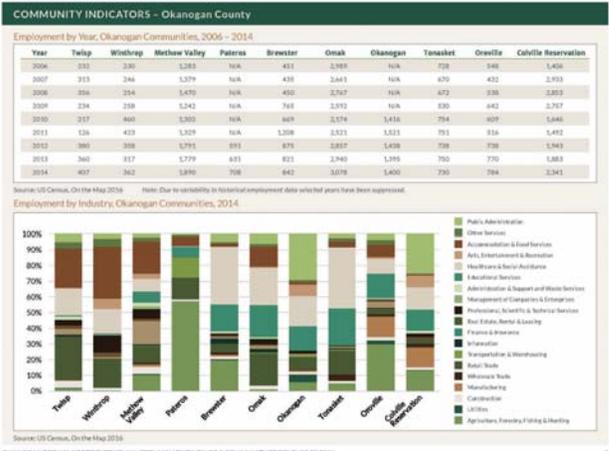
City of Spokane Valley: Tourism Strategy

For the City of Spokane Valley, CAI developed a strategy that illustrated how tourism and hospitality could benefit local economic development efforts. The project was divided into two phases. The first included a baseline assessment of information to inform an economic understanding of the tourism environment both regionally and locally. These data anchored the formulation of strategies and investment options for the City. The second phase focused on evaluating select strategies their potential impact, and overall feasibility and value. CAI also completed a retail strategy for the City. As part of these projects, CAI engaged stakeholders through workshops and surveys and collaborated with City staff to generate goals, strategies and actions to guide public investment and identify opportunities for partnerships with a variety of public and private stakeholders. The retail and tourism strategies were later incorporated into an economic development plan for the City. (2015 - 2016)



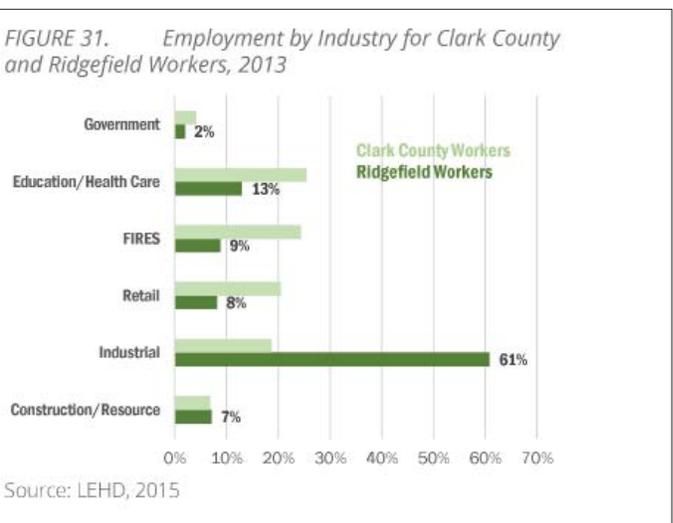
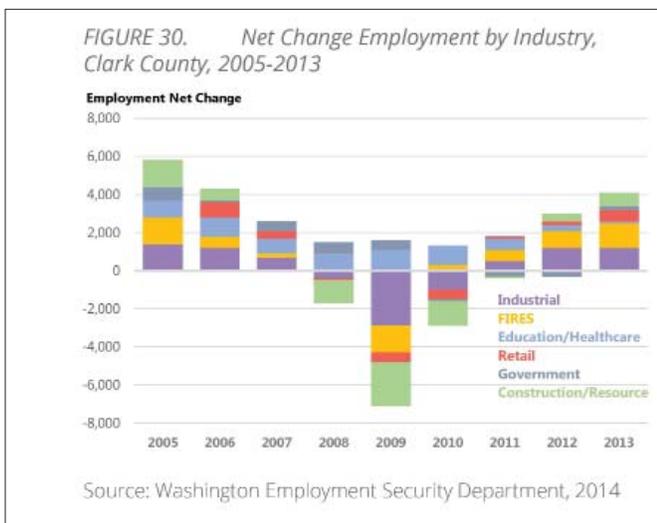
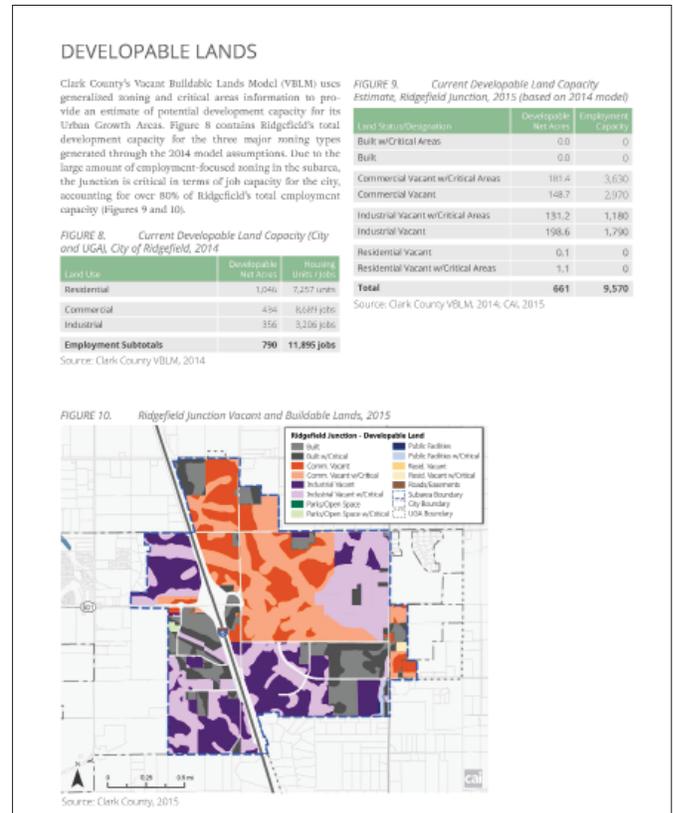
North Central Washington Economic Development District: Okanogan County Economic Recovery Plan and Website

Large parts of Okanogan County were devastated from the 2014 and 2015 wildfire seasons. Throughout 2016 CAI led the development of an economic recovery plan that aims to enhance area communities' wildfire preparedness and resiliency. CAI's economic recovery plan drew from demographic and economic data, a SWOT analysis, and community engagement and stakeholder feedback. As part of the project, CAI created okanograneconomicrecovery.com to serve as a community engagement portal, and to chronicle the plan and its development. The community portal featured an interactive community map that residents used to leave comments, as well as an interactive version of the final economic recovery plan. (2016)



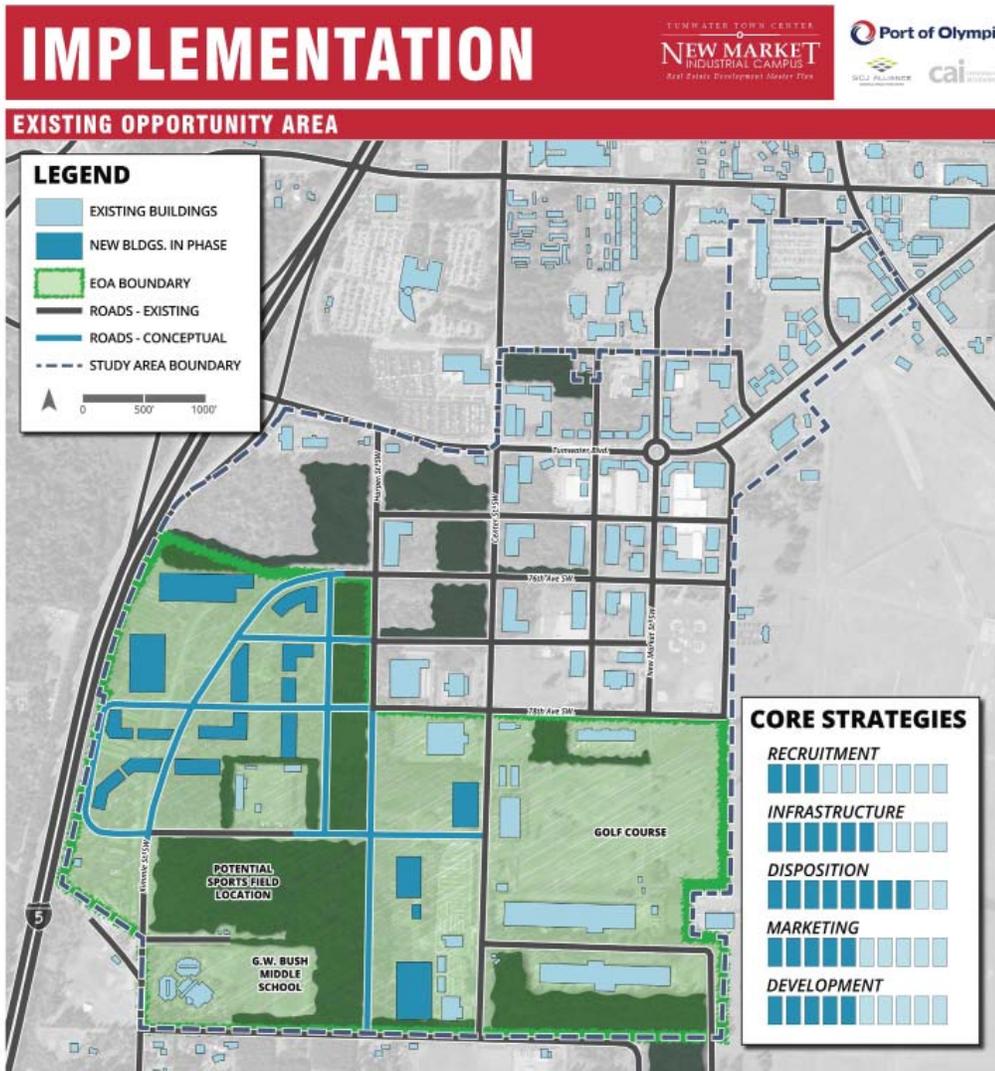
City of Ridgefield: Ridgefield Junction Subarea Plan

CAI, along with subconsultant MIG|SvR Design, led the development of a subarea plan for the City of Ridgefield that focused on enhancing Ridgefield Junction's identity and potential as an economic engine. The City annexed the area, formerly zoned for agriculture, to increase the city's employment and commerce opportunities. The plan provided guidance on future infrastructure investment, comprehensive plan policy, zoning regulations and urban design, and served as an implementation plan for the City. The plan also facilitates the area's growing wine and beverage industry. CAI executed the plan by analyzing market conditions and environmental constraints; creating a market-based design that respects the vision of the subarea and responds to unique site conditions; and working with City staff, community stakeholders and other consultants to integrate the plan into Ridgefield's ongoing planning efforts. (2015)



Port of Olympia/SCJ Alliance: Tumwater Properties Master Plan

For the Port of Olympia, in partnership with SCJ Alliance, Community Attributes Inc. produced an implementation oriented real estate development master plan for the new market industrial campus in Tumwater. The Port is interested in better leveraging the 550-acre campus, which includes a mix of industrial, recreational and commercial properties amongst large tracts of vacant land. Community Attributes led both the market and economic analysis as well as development of the Campus's urban design framework and overall development strategy. The project is an example of Community Attributes multidisciplinary approach to planning wherein data driven analysis is leveraged to inform physical planning and urban design strategies. (2015)



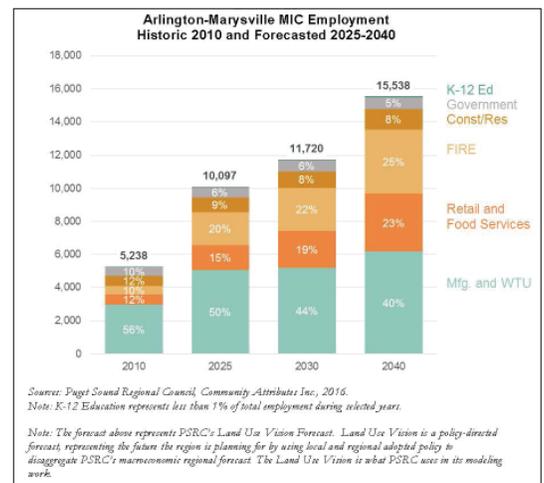
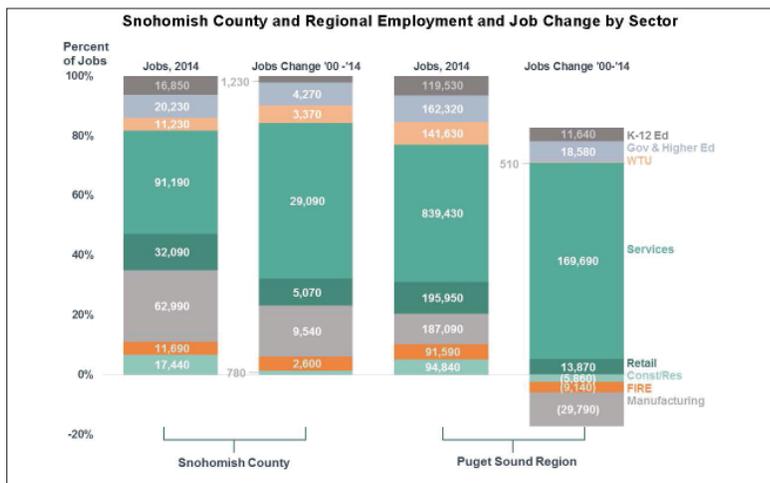
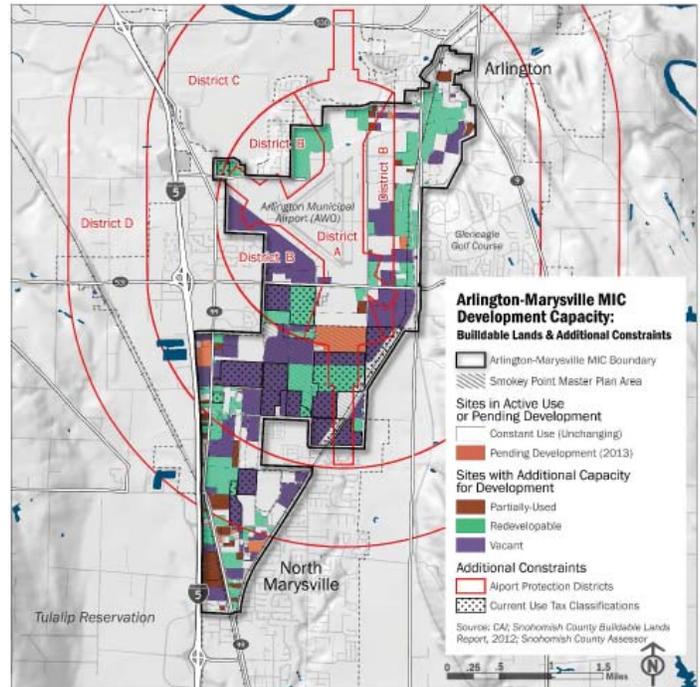
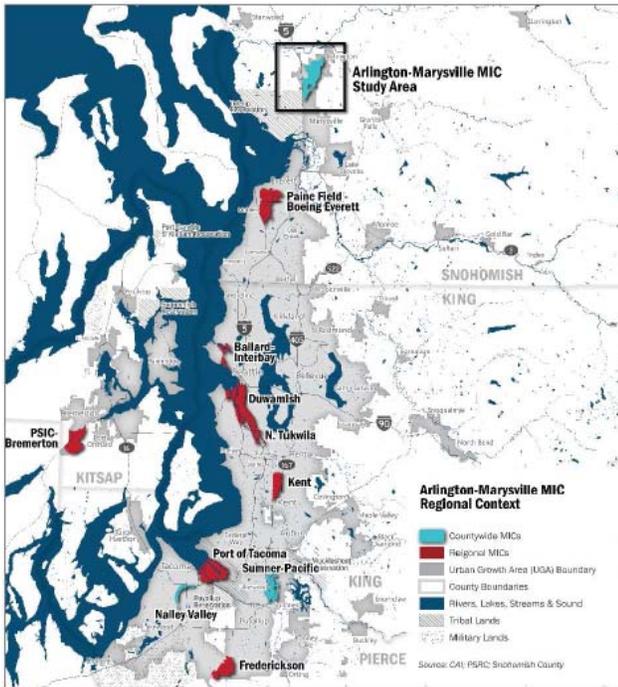
In the Existing Opportunity Area, the Port continues to market its assets and will remain ready to place interested tenants on appropriate properties. Sites in the EOA are generally ready for development, and where new infrastructure is needed the Port will undertake such infrastructure investments in cooperation with or on demand by interested tenants. Because the EOA is largely composed of industrial sites and larger, master plan opportunities, the sale or Port-led development of land may be beneficial.

Key Strategies

- Sale (disposition) of land where it facilitates the implementation of the NMIC vision, especially on industrial and large master planned sites
- Port-led infrastructure investment when needed to accommodate prospective tenants
- Use of site selection criteria (based in part on the design principles) to find appropriate locations within NMIC for interested tenants

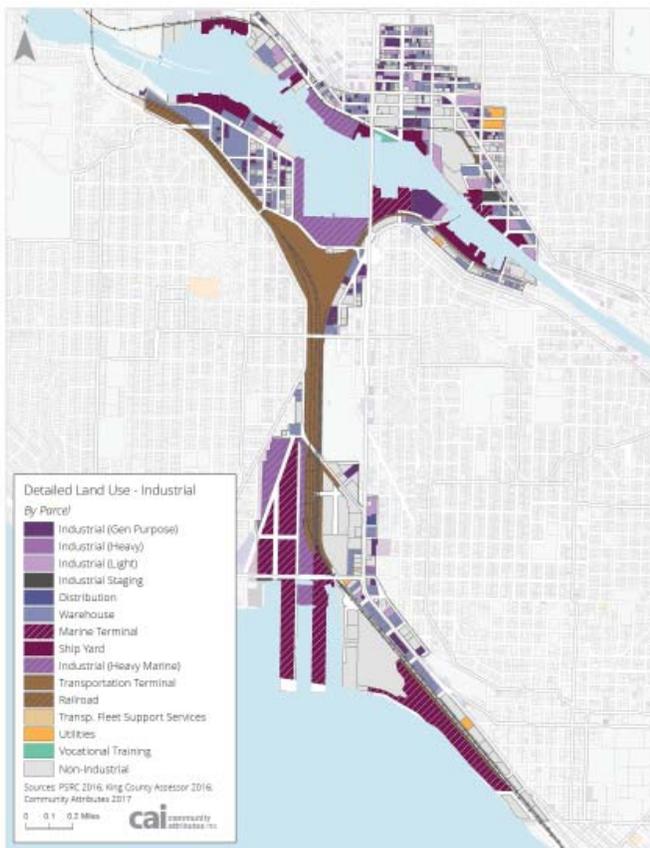
Cities of Arlington and Marysville: Arlington-Marysville Manufacturing Industrial Center Market Study

CAI worked with the cities of Arlington and Marysville to provide a market study for their Manufacturing Industrial Center (MIC). The study assessed current conditions, including a land inventory, market trends and employment potential and offered an understanding of demand and opportunities specific to the MIC to inform strategic decision-making. CAI assessed emerging opportunities in aerospace manufacturing and other industrial sectors, as well as opportunities from all industry sectors. The market analysis provided grounding for the feasibility of development types and opportunity sites, and framed the MIC's comparative advantages within the region. (2015 – 2016)



City of Seattle OED: Industrial Lands Economic Analysis

For the City of Seattle, CAI conducted an industrial lands analysis within the city limits. First, CAI catalogued the current mix of industrial activity in Seattle. Each industrial area was assessed to determine employment headcounts, occupations, and related economic metrics for businesses and activities associated with industrial uses. CAI then facilitated stakeholder working groups to solicit feedback and direction on industrial lands research and findings. Throughout the project there was close coordination with the Seattle Mayor's industrial lands advisory committee. This analysis will provide the City of Seattle a high-level framework on existing infrastructure on industrial lands. (2016–2017)



RESUMES



MARK GOODMAN Project Manager, Senior Analyst

Mark will providing project guidance as the project manager.

Mark has in-depth professional planning and economic development experience in both rural and urban communities throughout the northwest. In addition to his work with CAI, his past experience includes work in the Sun Valley region of Idaho for the City Ketchum Community and Economic Development Department. Mark's work at CAI includes variety of technical analysis as well as strategy development and facilitation. He's often tasked with tying technical analysis, such as development feasibility and industry analysis, with land use planning and economic development efforts. Mark has led numerous planning and technical analysis for municipalities throughout the region and has lent his experience with retail and tourism analysis to a variety of strategies and studies. His past experience working for the City of Ketchum provided him hands-on experience with land development as well as long range planning efforts. This afforded him a unique perspective on land use planning and the role cities and counties play in economic development.

EDUCATION

Certificate, 2012.
Commercial Real Estate Development
University of Washington, Seattle, WA

Bachelor of Arts, 2006.
Economics
University of Puget Sound Tacoma, WA

Spring 2005 | Charles University Prague, Czech Republic

REPRESENTATIVE EXPERIENCE

CITY OF SAMMAMISH

LCLIP Analysis

Sammamish, WA | 2014

CITY OF SAMMAMISH

Economic Development Plan and Town Center Economics

Sammamish, WA | 2013 - 2014

CITY OF SPOKANE VALLEY

Economic Development Strategy

Spokane Valley, WA | 2015 - Ongoing

ECONOMIC ALLIANCE OF SNOHOMISH COUNTY

Stillaguamish Valley Economic Redevelopment Strategy

North Stillaguamish Valley, WA | 2015



CHRIS MEFFORD President and CEO

Chris Mefford will serve as principal-in-charge and provide project oversight.

Chris founded Community Attributes Inc. in 2005. He excels in working with jurisdictions on economic development and planning projects, providing financial and economic analysis; market and feasibility analyses; and policy analysis. He excels in project management, and analysis of regional economies, land use and transportation patterns. He often speaks to audiences about the regional economy and community development considerations. Chris is an expert in financial feasibility, regional economic development, socio-economic and demographic analysis, GIS modeling and mapping, and transportation planning. Prior to founding CAI, Chris led market analyses and managed projects with Seattle consulting firms, served as a senior planner for the Puget Sound Regional Council and was a transportation and land use planner with a local transportation planning firm.

EDUCATION

MBA: University of Washington

MS: Urban and Regional Planning
University of Iowa
(Economics minor)

BA: Mathematics
University of Northern Iowa
(Economics minor)

REPRESENTATIVE EXPERIENCE

CITY OF SAMMAMISH

Economic Development Plan and Town Center Economic Assessment

Sammamish, WA | 2013 - 2014

NORTH CENTRAL WASHINGTON ECONOMIC DEVELOPMENT DISTRICT

Okanogan County Economic Recovery Plan

Okanogan County, WA | 2016

CITY OF KENT

Economic Development Strategic Plan

Kent, WA | 2012 - 2013

ECONOMIC ALLIANCE SNOHOMISH COUNTY

Stillaguamish Valley Economic Redevelopment Plan

North Stillaguamish Valley, WA | 2015



MARLO SANDLER Senior Analyst

Marlo Sandler will assist with data acquisition and analysis.

Marlo Sandler brings 20 years of experience in community and economic development, working in both the public and private sectors. Prior to joining Community Attributes, Marlo was the Market Street Project Manager for the San Francisco Planning Department, leading a variety of development projects and community initiatives to revitalize San Francisco's most important corridor. Marlo worked across numerous City agencies in collaboration with real estate developers, local businesses, community-based organizations, and neighborhood stakeholders to address the multitude of land use, design, social, and economic issues confronting the City during a time of tremendous change.

EDUCATION

MA: Urban Planning
University of California, Los Angeles

BA: Urban Studies
Stanford University

REPRESENTATIVE EXPERIENCE

CHALLENGE SEATTLE
Education Support Research
King County, WA | 2017 - Ongoing

SNOHOMISH COUNTY
Food Hub Feasibility Study
Snohomish County, WA | 2017 - Ongoing

WASHINGTON STATE JOINT
TRANSPORTATION COMMITTEE
Pilotage Best Practices Study
Washington State | 2017 - Ongoing

KING COUNTY
Housing Affordability Facilitation
King County, WA | 2017-Ongoing

CITY OF KENT
Economic Development Plan
Kent, WA | 2012 & 2014

HOPEWORKS
FoodWorks Business Lines Support
Washington State | 2017 - Ongoing



ELLIOT WEISS Senior Analyst

Elliot will provide project support as senior analyst.

Elliot brings expertise as a planning consultant with award-winning work in urban design and community engagement. His academic and professional background cultivates expertise in policy analysis, urban economics, financial modeling and fiscal impact analysis, land use planning and zoning analysis, place making and economic development, outreach and facilitation and project management. At CAI, Elliot contributes his skills in land use planning, economic development action plans, development feasibility analysis, and digital 3D modeling and rendering. Elliot was instrumental in creating an Economic Redevelopment Plan for Snohomish County following a 2014 landslide, which recently won the Puget Sound Regional Council's Vision 2040 Award. He has a passion for urban issues and an interest in how cities function as hubs for cultural exchange and socioeconomic transformation. He spent a year working for Americorps on projects involving energy-efficient affordable housing, community development and alternative transportation in under-served urban areas.

EDUCATION

Master of Urban and
Regional Planning
University of Michigan

Certificate in Real
Estate Development
University of Michigan

BA: Political Science
University of Iowa

BA: International
Studies University of
Iowa

REPRESENTATIVE EXPERIENCE

CITY OF SPOKANE VALLEY
Comprehensive Plan Update
Spokane Valley, WA | 2016

CITY OF SPOKANE VALLEY
Retail and Tourism Strategies
Spokane Valley, WA | 2015 - 2016

ARLINGTON/DARRINGTON COMMUNITY
REVITALIZATION PLAN - AMERICA'S BEST
COMMUNITIES COMPETITION
Cities of Arlington and Darrington
Snohomish County, WA | 2015, 2017

ECONOMIC ALLIANCE SNOHOMISH COUNTY
Economic Redevelopment Strategy
North Stillaguamish Valley, WA | 2015



KRISTINA GALLANT | Planning Analyst

Kristina will provide project support as a planning analyst.

Kristina Gallant is an urban planner with deep experience in housing and real estate, with professional interests and experience in land conservation and urban design. At CAI, Kristina provides expertise in housing, real estate development feasibility, financial modeling and long-range planning. Kristina previously worked for the Housing Authority of Snohomish County where she led a partnership of 13 cities, working with elected officials and city staff to address housing challenges. She has a passion for finding new ways for communities to understand their needs, and identifying solutions that maximize economic, environmental and social benefits.

EDUCATION

MA: Urban Planning
University of Washington

BA: Economics & Political Science
Western Washington University

REPRESENTATIVE EXPERIENCE

HOUSING AUTHORITY OF SNOHOMISH COUNTY
Alliance for Housing Affordability Analyst
Snohomish County, WA | 2012 - 2016

PORT OF COUPEVILLE
Comprehensive Scheme and Strategic Plan
Port of Coupeville, WA | 2017 - Ongoing

CITY OF SNOQUALMIE
Snoqualmie Ridge Retail Strategy
Snoqualmie, WA | 2017 - Ongoing

MASON COUNTY
Economic Development Element
Mason County, WA | 2017 - Ongoing

CITY OF SAMMAMISH
Economic Development
Sammamish, WA | 2017 - Ongoing

CITY OF SEATTLE
Housing Affordability and Livability Agenda (HALA) Development Impacts
Seattle, WA | 2016 - 2017



BRYAN LOBEL | AICP Senior Planner

Bryan Lobel is a leader in economic development strategy with foundations in economic geography, urban industrial development and sustainability and neighborhood planning and design. Trained as an urban planner, Bryan studied downtown Los Angeles' Fashion District before working with city planning departments at Glendale and Los Angeles. There he contributed to a LEED for Neighborhood Development (LEED-ND) pilot project—the Cornfields-Arroyo Seco Plan-- to balance jobs and housing in an industrial neighborhood on the L.A. River. In Philadelphia, Bryan's work focused on the resurgence of urban industrial economies in "post-industrial" American cities. His effort to develop an Industrial Market and Land Use Study for the City of Philadelphia was recognized with a PA-APA Planning Excellence Award for Best Practice. This led to work on economic strategies in St. Paul, Minnesota, and Louisville, Kentucky and to the groundbreaking Detroit Works Project to develop a sustainable long-term vision for the economic future of Detroit culminating in the Detroit Future City Plan.

EDUCATION

Master of Urban Planning
University of California, Los Angeles

BA: English & Spanish Language & Literatures
University of Colorado

REPRESENTATIVE EXPERIENCE

ECONOMIC ALLIANCE OF SNOHOMISH COUNTY
North Stillaguamish Economic Redevelopment Plan
Stillaguamish Valley, WA | 2015

ARLINGTON/DARRINGTON COMMUNITY REVITALIZATION PLAN - AMERICA'S BEST COMMUNITIES COMPETITION
Cities of Arlington and Darrington
Snohomish County, WA | 2015

CITY OF ASTORIA
Economic Development Strategy
Astoria, OR | Ongoing

PUGET SOUND REGIONAL COUNCIL
Industrial Lands Analysis for Central Puget Sound
Puget Sound Region, WA | 2014

CITY OF KENT
Economic Development Plan
Kent, WA | 2013 -2014



MAEVE EDSTROM Information Design Manager

Maeve will provide project support as the graphic designer, ensuring all material is aesthetically pleasing.

Maeve has ten years of experience creating visual communications for brands of all sizes. Her expertise in logo development goes hand in hand with information and icon design, enabling complex messages to be distilled into clear and engaging visuals. At CAI she leads the information design practice. When creating websites, Maeve designs the site architecture, user interface and user experience through a thorough research and review process. Additionally, Maeve routinely works with CAI's economics and planning teams to create data visualizations and infographics that elucidate analytical findings. Previously to joining CAI, Maeve was a consultant at USAA where she worked with the Information Architecture department staff to develop infographics and presentations for stakeholders and managers.

EDUCATION

BFA: Communication Design/Graphic Design
University of North Texas

REPRESENTATIVE EXPERIENCE

OKANOGAN COUNTY ECONOMIC RECOVERY PLAN AND WEBSITE
North Central Washington Economic Development District
Okanogan County | 2015–2016

WA STATE DEPT OF COMMERCE
Economic Impact Modeling Tool
Washington State | 2015–Ongoing

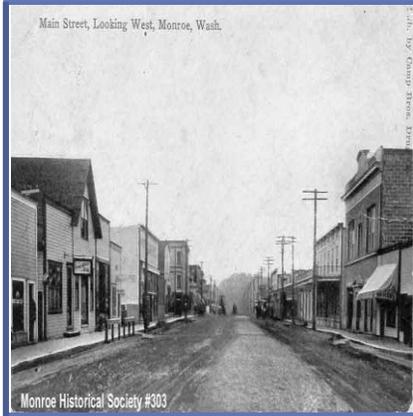
STEWARDSHIP PARTNERS
Sound Impacts Metrics Portal
Seattle, WA | 2016 - Ongoing

TECHNOLOGY ALLIANCE
Tech's Impact on Washington
Washington State | 2017

SNOHOMISH COUNTY
Food Hub Feasibility Study
Snohomish County, WA | 2017 - Ongoing



Community Attributes Inc.
1411 4th Ave., Suite 1401
Seattle, WA 98101



1800's



1900's



2000's

GETTING THERE

ECONOMIC DEVELOPMENT PROPOSAL FOR THE CITY OF MONROE, WASHINGTON

*Prepared by Golden Rule LLC, professional consulting services.
WWW.GOLDENRULELLC.COM*

January, 2018



CONTENTS

The Golden Rule Way 3

I. Scope of Work 3

 A. Assist in prioritizing the City’s Economic Development Plan initiatives and City Council goals related to business recruitment, retention and expansion..... 4

 B. Recommend, develop and implement programs and strategies for business expansion, retention and attraction, working closely with local businesses, business groups, and potential businesses “Choose Monroe” 5

 C. Develop print and on-line resources to respond to inquiries for available properties, economic demographic data, and trends and resources 6

 D. Advise and implement a 2018-2019 BRRE work plan in partnership with the Mayor, City Administrator, and economic development committee 8

Be Trustworthy 8

 E. Assist the City and Downtown Monroe Association with identifying, developing, and securing long-term sustainable sources of funding for downtown improvements 9

 F. Set and establish metrics by which BRRE efforts can be measured and evaluated for effectiveness 11

 G. Assist the City and Lodging Tax Advisory Committee with establishing methods and metrics for determining the efficacy of event at drawing outside visitors. Recommend ways to enhance events to attract non-residents to the community..... 12

 H. Provide technical assistance at monthly economic development committee meetings and any other special meetings as required..... 13

 I. Represent the City as needed at meetings and events related to economic development 13

Be Useful 13

II. Fee Schedule..... 15

Be Successful..... 15

III. Qualifications 17

Scope of Work

GETTING THERE



IV. Professional References..... 20

V. Proof of Insurance..... 24

VI. UBI, Business Entity information and Licensing..... 25

Scope of Work

• 2



The Golden Rule Way



Golden Rule LLC was formed by James Palmer in Steilacoom Washington in 1997 to manage the estate of his late father, Perry F. Palmer. As a businessman the senior Mr. Palmer believed a personal relationship was at the heart of each transaction. His rule of business; "Do unto others as you wish them to do unto you." It is with these principles Golden Rule provides business consulting services supporting economic development and real estate investment and management.

GETTING THERE

ECONOMIC DEVELOPMENT PROPOSAL FOR THE CITY OF MONROE, WASHINGTON

I. Scope of Work

The 2015 - 2035 City of Monroe Strategic Plan not only lays out the vision for a future which the community seeks to create for itself, but additionally identifies specific aspects of that strategic plan that include economic development initiatives.

Golden Rule LLC will execute these initiatives identified in the city's RFP as the "Scope of Work" in the event the contract is awarded. For each action item within the Scope of Work Golden Rule has identified a deliverable. These deliverables will form the foundation of the 2018-2019 Work Plan. The 2018-2019 Work Plan will be completed and delivered to the City Council within one year after award of the contract.

Scope of Work



Scope of Work Action Items

- A. Assist in prioritizing the City's Economic Development Plan initiatives and City Council goals related to business recruitment, retention and expansion

DELIVERABLE:

Golden Rule LLC will implement best practices which are appropriate for the City of Monroe for optimizing the local business climate. Furthermore, Golden Rule LLC will assess the comparative advantages/disadvantages of doing business in the City of Monroe with regional communities of similar size and profile to provide a comparative analysis report of those similarly positioned communities.

Golden Rule LLC will conduct surveys of local businesses to determine any key aspects of the local business climate that they feel need to be focused on. The results of business polling will form the basis of retention and expansion programs.

Golden Rule LLC will work with local officials and business leaders to identify strategic properties that could provide opportunities for recruitment. Working with the city's officials and the Economic Development Committee targets for outreach will be identified and prioritized. Business Recruitment is discussed in more detail under Item D, Advise and implement a 2018-2019 BRRE work plan



- B. Recommend, develop and implement programs and strategies for business expansion, retention and attraction, working closely with local businesses, business groups, and potential businesses “Choose Monroe”

The goal of the Business Recruitment Retention and Expansion (BRRE) program is to:

- Learn about the local business community's perceptions of your community and the advantages and disadvantages of operating a business there.
- Learn about the needs of specific local firms, especially those firms that are at risk of closing or relocation elsewhere.
- Respond to those needs with a variety of business assistance services provided through federal, state and local economic development programs.
- Address those issues that detract from your community's competitiveness as a good location to do business, and build upon those strengths that enhance your community's competitiveness as a good location to do business.

A good business retention and expansion program will help retain jobs and tax revenue with your community, foster the growth and development of local firms, and enhance your community's reputation as a good place in which to do business.

DELIVERABLE:

Craft and implement a Business Recruitment, Retention and Expansion program based on best practices of the International Economic Development Council or IEDC.

GETTING THERE



The task of establishing a successful BRRE program begins with focusing on existing businesses. New employment is most often the result of existing companies expanding. The City of Monroe needs to ensure those businesses already in Monroe stay and grow in Monroe. Golden Rule LLC will create a data base based on the list of business licenses currently active within the city limits of Monroe. Data base will categorize businesses by identifying and focusing on:

- Top 20 Tax Generators
- Top Employers
- Special Districts, e.g. Fryelands Industrial Park, Main Street, etc.
- Industry Sectors

Face to face meetings with these existing businesses will be scheduled at a minimum of two times a week with 4 to 6 business meetings targeted each week.

Business Recruitment is discussed in more detail under Item D, Advise and implement a 2018-2019 BRRE work plan.

C. Develop print and on-line resources to respond to inquiries for available properties, economic demographic data, and trends and resources

Inquiries from those interested in establishing a business in the City of Monroe will have questions that need answers from a variety of agencies overseeing a variety of aspects surrounding business formation. Those can include state government, county government as well as local ordinances. An understanding of the requirements requires familiarity with the role of the state through the Secretary of State, Dept. of Revenue, Dept. of Labor and Industries, Dept. of Ecology and others depending on the nature of the business. In addition to state requirements, Snohomish County has a number of agencies that oversee the formation and establishment of businesses in its jurisdiction including county

Scope of Work

• 6

GETTING THERE



building codes, Snohomish County Dept. of Health and the County Assessor's office. All have a hand in business formation in the City of Monroe and it can be a daunting and complicated process for the inexperienced.

Having been an Economic Development Manager for the State of Washington, Mr. Palmer's experience helping businesses form in the state of Washington is extensive. His network of contacts within the Dept. of Commerce, Dept. of Revenue, Dept. of Ecology and other state agencies make him uniquely qualified to answer the questions those who are seeking assistance establishing a business are likely to ask. Furthermore his experience includes working with Snohomish County and the county's ADO designate which provides an additional level of expertise that can be put to work for the City of Monroe.

Specific information related to establishing a businesses in the City of Monroe, including available properties, specific zoning and city licensing requirements, will be added to Mr. Palmer's extensive knowledge making him the ideal resource for those seeking to establish a business in the City of Monroe.

DELIVERABLE:

Golden Rule LLC will work with the city's website administrator and others to ensure online resources that assist interested parties in making decisions regarding investments in the City of Monroe are available and complete. Information will include, but is not limited to, demographic and population data, local housing price index, local licensing and permitting requirements, information on market improvement districts, manufacturing zones and main street organizations.

Responding to economic development inquiries from interested parties will be performed by Golden Rule LLC. Golden Rule LLC has the experience and knowledge to handle all inquiries related to business formation, business taxation, and environmental regulation. Knowledge of City of Monroe specific issues including zoning, available properties and local licensing requirements will

Scope of Work

• 7

GETTING THERE



be obtained allowing Golden Rule LLC to provide a comprehensive resource to those inquiring about the opportunities in City of Monroe.

Assumptions

A <*.MonroeWA.gov> email address will be provided to Golden Rule LLC and all email inquiries shall be directed to that email.

Telephone inquiries will be handled during normal business hours (M-F, 9-5). The City of Monroe shall provide a cell phone with a dedicated number referenced on the city's official website with the contact information for the Economic Development Specialist. An inquiry log will be maintained and provided to the appropriate party monthly. Any customer service management software used by the city can be updated regularly with information on incoming inquiries.

D. Advise and implement a 2018-2019 BRRE work plan in partnership with the Mayor, City Administrator, and economic development committee

DELIVERABLE:

Once a data base of existing businesses is created and a Retention and Expansion program is established, identifying Recruitment targets follows. By determining which strategic parcels of commercial property are currently not at their "highest and best use" and what types of businesses would benefit most

Scope of Work

• 8

Be Trustworthy



A successful Business Recruitment, Expansion and Retention program requires a personal touch. Business owners must have confidence a community will deliver on its promises before any decisions can be made. Recruitment requires the establishment of a relationship. At Golden Rule we believe all business is based on a personal relationship between two parties. It's face to face. It's about trust.





from a City of Monroe location, Golden Rule LLC will identify a target list of suitable recruitment opportunities. By working with the Mayor, City Administrator and Economic Development Committee, Golden Rule LLC will refine that list to specific commercial enterprise targets. In return for their commitments of investment companies seek incentives that can be in the form of permit expedition or fee waivers such as the Downtown Monroe Fee Waiver Program or reduced traffic impact fees based on investment, taxes, or number of jobs created. Once specific businesses are targeted, Golden Rule LLC, along with the Mayor, City Administrator and Economic Development Committee will design a package of “incentives” that will be offered to entice businesses to locate to Monroe. With a target list and incentive package prepared, Golden Rule LLC will begin to implement the recruitment campaign.

E. Assist the City and Downtown Monroe Association with identifying, developing, and securing long-term sustainable sources of funding for downtown improvements

The heart of any small town is its “Main Street” commercial district. The City of Monroe’s Main Street business district has attracted shoppers and visitors since the early 1900s and continues to be a destination for the citizens of Monroe and surrounding areas.

To ensure this district is optimized and continually improved in order to maintain its role at the heart of the City of Monroe, a comprehensive “Main Street” program focused on the businesses and infrastructure is required.

By participating in the national “Main Street” program, best practices developed over years of experiences by businesses in small towns across the U.S. can be incorporated. The Main Street Program is founded on three principles:

1. The Main Street Approach is centered on Transformation Strategies. A Transformation Strategy articulates a focused, deliberate path to revitalizing or strengthening a downtown or commercial district’s economy.

Scope of Work

GETTING THERE



2. A program's work on Transformation Strategies should be organized around the Four Points: Economic Vitality, Design, Promotion, and Organization.
3. A revitalization program's work – and its Transformation Strategies – need to be informed by a solid understanding of local and regional market data, and sustained and inclusive community engagement.

Bringing businesses together to identify and work collectively on issues is the foundation of a strong commercial district. In order to facilitate this cohesion of businesses, the National Main St. Center recommends, and requires for membership in its organization, a full-time administrator, either volunteer or paid, to manage the local Main Street Program.

DELIVERABLE:

Golden Rule LLC will work with the Downtown Monroe Association to further its commitment to the national Main Street Association's "4 Points of Transformation" by helping create consensus among the Downtown Monroe businesses to become a member of the National Main Street Center and formalize their efforts with a full-time administrator. Furthermore, Golden Rule LLC will work with the DMA and other city officials to identify the key needs that require financial resources for the Downtown Monroe business district. Funding sources are often dependent on the intended uses with some sources restricted to certain activities and projects. Once the key needs are identified, sustainable funding streams to meet those needs can be targeted. Examples of funding sources include grants from either the National Parks Department or the National Trust for Historic Preservation for restoration of historic buildings, creating a district with special annual licensing fees, implementing a local B&O tax and a host of other options that address specific needs. The result will be a combination of funding sources crafted together to meet a comprehensive list of financial needs. Golden Rule LLC, along with the local stakeholders, will craft the funding package and create a strategy to obtain the resources. Once the financing package is approved by the City of Monroe and the local stakeholders, Golden Rule LLC will implement the funding program.

Scope of Work

• 10



F. Set and establish metrics by which BRRE efforts can be measured and evaluated for effectiveness

DELIVERABLE:

In order to determine the efficacy of programs one must review a variety of metric data to determine whether goals are being met. But metrics can be misleading and choosing the right data points and placing them in context is critical to deriving relevant results from which to judge success. One metric is counting the number of new employment opportunities, but not all positions are equal. An engineering position paying \$100,000 annually has a much larger impact on the City of Monroe than 2 fast food positions paying minimum wage.

Monthly snapshots of the following indicators will be collated by Golden Rule LLC and provided to the Economic Development Committee as a monthly report at the Economic Development Committee meetings:

- Number of local business outreach contacts made
- Number of outside inquiries received
- Number of outside business outreach efforts made
- Sales and use tax collections
- Sales and use tax revenue percentage increase
- Building permits issued
- Number of employment positions created
- Number of layoffs
- Average wage of new employment positions created
- Industry sectors attracted

By looking at all of the data together and juxtaposed with existing data, as well as similar data from other like-positioned cities, the numbers begin to create a picture that can be evaluated holistically. The result is a “Dashboard” highlighting the city’s economic activity that can be evaluated over time to see where trends lie and successes are achieved.



G. Assist the City and Lodging Tax Advisory Committee with establishing methods and metrics for determining the efficacy of event at drawing outside visitors. Recommend ways to enhance events to attract non-residents to the community

The guiding principle for the use of lodging taxes is that they must be used for activities, operations and expenditures designed to increase tourism.

Specifically, lodging taxes can be used for:

- Tourism marketing;
- Marketing and operations of special events and festivals designed to attract tourists;
- Operations and capital expenditures of tourism-related facilities owned or operated by a municipality or a public facilities district;

In a municipality of at least 5,000 population, such as the City of Monroe, the LTAC receives all applications for lodging tax revenue and recommends a list of candidates and funding levels to the municipality's legislative body for final determination. In return the recipients must provide information to their respective local government on their use of these funds as required by RCW 67.28.1816. Local governments should, as part of their contract with recipients, require that reporting metrics be provided immediately after an event or activity.

DELIVERABLE:

Golden Rule LLC will work with the city administration, the city's LTAC members, as well as other groups who are involved and track LTAC funding in Snohomish County such as the Snohomish County Tourism Bureau, to ensure best practices for evaluation of LTAC fund utilization are used. These metrics should include the total dollar amount spent (broken down to include promotions vs. operations) and a good faith estimates of the number of visitors that attended an event or activity.

GETTING THERE



Golden Rule LLC will perform an assessment of the calendar of events to ensure events and activities are appropriate for the community, are effectively leveraging the community's assets and are cost effective. Golden Rule LLC will conduct "walk about" polls at various events to assess the visiting public's level of satisfaction for an event as well as understanding the impact of events on the businesses and residents in the district that hosts the event. Additionally, Golden Rule LLC will work with the Snohomish County Tourism Bureau and Snohomish County Sports Commission to assess new opportunities for events with the City of Monroe.

Golden Rule LLC will collate this information to construct a picture of the annual calendar of events that can be provided to the City of Monroe LTAC members to evaluate future requests for funds as well as evaluate new opportunities that could draw in visitors.

- H. Provide technical assistance at monthly economic development committee meetings and any other special meetings as required
- I. Represent the City as needed at meetings and events related to economic development

DELIVERABLE:

Golden Rule will be the face of the City of Monroe's Economic Development program. That representation includes engaging the multiple governmental and public

Scope of Work

• 13

Be Useful



Helping others strengthens our success. Much of Economic Development is simply helping others achieve their goals and connecting them to the right providers and partners. Golden Rule believes success comes from building and maintaining a strong network that can work together to provide the resources businesses owners need to plan, execute and fulfill their goals. Whether it's permitting, zoning or licensing, Golden Rule will help connect businesses to the resources they need.



GETTING THERE



agencies in the state and region that perform Economic Development. Golden Rule has strong existing relationships with many of the organizations across the state that performs economic development functions. These relationships will be put to work for the City of Monroe. Golden Rule will ensure that the city's interests are taken into consideration when issues that affect the city are discussed by these organizations. These organizations will include, but are not limited to, The Economic Alliance of Snohomish County, Snohomish County Tourism Board, Snohomish County government, Port of Everett, Puget Sound Regional Council and the State of Washington. Aligning with these groups where possible and taking advantage of any programs, initiatives or other opportunities they present will increase the likelihood of the city achieving its economic development goals and ensure that actions taken by these groups do not run counterproductive to the goals of the City of Monroe.

Golden Rule will also represent the city's economic development interest at the local level participating in any and all meetings that have direct or tangential relationship to economic development, including City Council meetings, Economic Development Committee meetings and other administrative meetings that require input from the Economic Development Committee.

Economic Development takes a village. The development of strategic alliances between public and private parties is the foundation for sustainable community growth. Golden Rule has worked in the economic development arena in Washington State for more than a decade. Golden Rule has developed a robust and extensive network of professional business associations, government officials, private citizens and others who are effectively working to move the state's economy forward. Golden Rule will put this network to task on behalf of the City of Monroe.

Scope of Work

• 14



Be Successful



We believe success comes to those who provide the greatest value to society. The Golden Rule way is to add value where it's needed the most and to perform at the highest level of service we are capable of delivering. This approach is applied to each and every contact we make. Whether with our client or our partners we strive for success and will not stop until success is achieved.



II. Fee Schedule

Contract Term: February 1, 2018 to February 1, 2019

Total Days: 365

Working Days: 251

Holiday Days: 10

- New Year's Day: January 1st
- MLK Day: January 15th
- Presidents' Day: February 19th
- Memorial Day: May 28th
- Fourth of July: July 4th
- Labor Day: September 3rd
- Veterans' Day: November 12th
- Thanksgiving +1: November 22nd & 23rd
- Christmas: December 25th

Payment Schedule:

Golden Rule will invoice the City of Monroe monthly for services performed in the previous month.

Fees:

A monthly invoice for a minimum US\$5,000 (estimated 17-20 hours per week) will be invoiced per payment schedule identified above. Monthly invoice will include activities conducted and or completed within the pay period and total hours worked.

Total Contract Cost:

Total remuneration paid by the City of Monroe for services and other costs incurred during the execution of the contract shall not exceed \$70,000.00. Total costs paid by the city would include invoiced payments to Golden Rule as well as items requested

GETTING THERE



by Golden Rule but not paid for by Golden Rule. (See below in “Items not covered”)

Hourly Rate

An hourly rate shall be set at \$75.00

Item costs not covered by Golden Rule LLC:

- Any marketing materials, e.g. flyers, brochures, produced in support of City of Monroe economic development initiatives shall be billed separately to the city.
- Any costs associated with holding meetings deemed necessary for executing the scope of work, i.e. room or equipment rentals as well as other incidentals pre-approved by the Finance Manager, will be billed separately to the city.
- Web design services that enable economic development information created by Golden Rule that is to be delivered via the city’s website will be paid by the city.



III. Qualifications

JAMES R. PALMER

3245 NW Market Street • Seattle, WA 98107
jp@goldenrulellc.com • 206-419-5577

[~ http://www.linkedin.com/pub/james-palmer/4/195/a53/ ~](http://www.linkedin.com/pub/james-palmer/4/195/a53/)

ECONOMIC DEVELOPMENT EXECUTIVE LEADER

Legislative Affairs & Advocacy / Funding & Donor-Member Relations / Strategic Partnerships & Alliances

Recruitment & Workforce Development / Issue Awareness & Mobilization

Charismatic and hard-working professional with a proven ability to develop, expand and actively promote programs and initiatives that support the citizens of Washington State. Strong, focused leader with a history of targeting and seizing new opportunities to raise awareness, generate funding and advance issues and priorities through the legislative process. Persuasive communicator and presenter. Bilingual in English and Mandarin. Uniquely skilled in navigating sensitive political issues.

Areas of Expertise:

- Strategic Planning & Execution
- Outreach Programs & Campaigns
- Private & Public Alliances & Partnerships
- Analytical Expertise
- Influential & Engaging Presentations
- Team Building & Leadership
- Event Planning & Management
- Proactive & Effective Problem Solving

PROFESSIONAL EXPERIENCE

GOLDEN RULE LLC, Seattle, WA

Principal (7/1997 to present)

- Consolidated Palmer family's real property into Real Estate Investment Trust (REIT) and manage portfolio of investment properties for maximum return on investment (ROI) and stability. Direct construction and renovation projects.
- Currently maintains real estate portfolio and offers economic development services and business development in the Greater China market.

Selected contributions:

- ♦ Increased portfolio value by 57% through development and acquisitions since 1997.
- ♦ City of Snohomish—**Economic Development Specialist** (4/2017–11/2017)
 - Represented the City of Snohomish's Economic Development interests

GETTING THERE



- at local and regional level.
- Drafted 2017-2018 Economic Development Work Plan
- Crafted and implemented BRRE program
- ◆ Columbia International Finance-**Director Investor Relations** (9/2016–present)
 - Represent CIF in overseas business development efforts
 - Provide local language (Mandarin) presentations detailing investment opportunities in Washington State through CIF.

COLUMBIA INTERNATIONAL FINANCE, LLC, Spokane, WA
Director – Investor Relations (1/2014 to 9/2016)

Locate, close and manage overseas investment clients through establishment and management of collaborative international partnerships. Plan and execute overseas marketing events, develop Chinese language marketing materials, evaluate and select marketing channels and client management. Responsible for client's legal document management including SEC regulated investment documents, US immigration documents and financial documents. Update job knowledge by participating in industry events and educational opportunities; reading professional and governmental publications; maintaining personal networks; participating in professional organizations.

Selected contributions:

- ◆ Wrote company's business plan and provided industry guidance to CEO in formation of the company.
- ◆ Supported CEO in engagement of Federal agencies for application to create USCIS sanctioned EB5 Regional Center.
- ◆ Identified and established key partnerships including preferred immigration attorney, overseas immigration agents and local development partners.

Transitioned from full-time employee to consulting contract 9/2016

WASHINGTON STATE DEPARTMENT OF COMMERCE, Seattle, WA

Director – Governor's Office of Advanced Manufacturing (6/2013 to 10/2013)

Earned high-level promotion to develop, implement and advocate for programs that stimulate specialized job growth in the state of Washington. Designed and launched outreach programs, events and initiatives that educated the media, stakeholders and public/private partners on opportunities in advanced manufacturing. Built and led coalitions that pushed policy and initiatives through the legislative process. Served as trusted liaison, advocate and representative of the office and state. Mobilized teams and supporters. Passionately and succinctly testified before legislative committees.

Selected contributions:

- ◆ Successfully identified and pursued funding opportunities by directing teams in researching funds, targeting donors and preparing grant applications.
- ◆ Collaborated with government officials in the US and overseas in promoting advanced composite materials, and worked diligently to position three international regions (Washington state, Niedersachsen, Germany and Aichi Prefecture, Japan) as global leaders in the sector.

GETTING THERE



- ◆ Planned, executed and marketed the American Wind Energy Association's annual trade show, the Governor's Advanced Composite Materials Summit and other well-attended events that won the attention and mobilized the efforts of key audiences.
- ◆ Increased visibility and garnered significant attention through social media by creating and managing the Foreign Direct Investment Group on LinkedIn to attract new funding sources from in-state and out-of-state businesses and investors.

WASHINGTON STATE DEPARTMENT OF COMMERCE, Seattle, WA

Business Development Manager (7/2008 to 5/2013)

Increased labor opportunities and promoted financial growth by persuading corporations, organizations and investors to relocate from the Asia Pacific to Washington State. Conducted extensive research and advised executives, legislators and stakeholders in understanding the tangible benefits of transitioning business operations to the state.

Selected contributions:

- ◆ Inspired, mobilized and achieved substantial job growth in Washington state by initiating and sustaining relationships with senior executives and other stakeholders in the US and overseas.
- ◆ Expanded recruitment strategy to target previously untapped industries and business sectors (such as expanding the advanced composite materials to include both aerospace and automotive, and establishing a new stand-alone sector for workforce training and R&D).
- ◆ Hosted a major summit that introduced new businesses to the Legislative Committee for Economic Development, and enabled executives to "tell their story" in a manner that influenced policy and budget development. Also managed other events, including a visiting delegation of representatives from the Chinese Council for Promotion of International Trade (CCPIT) with 200 participants, the WA State Reception of the International Go Carbon Fiber Conference and many others.

Dramatically improved awareness by creating marketing and social media programs in multiple languages (Chinese, Japanese, Korean, French, German and Portuguese).

** *** **

Additional Experience

Business Development Manager and Instructor, HESS EDUCATIONAL INSTITUTION (Taipei, R.O.C.)

Product Development Manager, FRITZ COS. (acquired by UPS Global Supply Chain Solutions)

Business Development Representative, AMERICAN PRESIDENTS LINE

Honorable Discharge, UNITED STATES AIR FORCE (entrusted with Top Secret Clearance)



IV. Professional References

Spencer Cohen, PhD
Senior Economist
Community Attributes Inc.
1411 4th Ave, Suite 1401
Seattle, WA 98101
206-295-0980

Deborah Knight
City Administrator
City of Monroe
806 W. Main St.
Monroe, WA 98272

January 10, 2018

Re: Recommendation Letter for James Palmer

Dear Ms. Knight,

I am writing this letter to express my enthusiastic endorsement and support for James Palmer in his candidacy for the economic development services position with the City of Monroe. I have known James for more than eight years, including as colleagues at the State of Washington for four and a half years, from 2008 to 2013. James is a person of high integrity and commitment to his career in economic development, and would be a significant asset for the City of Monroe.

My experience working with James professionally included our respective roles at the Washington State Department of Commerce, where I was employed from 2008 and 2011, and the Washington Economic Development Commission (WEDC), where I served as senior policy advisor from 2011 to 2013. In both roles, I worked directly with James on projects relating to

GETTING THERE



statewide and regional economic development efforts. At Commerce, as research manager with a background in China and concurrent doctoral pursuits, I worked with James on efforts to recruit Chinese FDI into Washington, identifying and crafting policies to support regional industry clusters, and research projects to support the associate development organization network. My role at the WEDC involved, among other tasks, evaluating, per legislative request, the efficacy and impacts of state-funded economic development programs.

James has an extensive understanding of local and regional economic development — knowledge and experience I can attest to through years of collaboration. He is highly regarded within the economic development community, particularly in the space of foreign direct investment and industry-public sector partnerships. During our time as colleagues at the state, he demonstrated leadership in various areas. These included working with the Washington Bar Association on the development of foreign language materials on doing business in Washington, developing state strategies for leveraging the EB-5 program, liaising with industry leaders in clean technology and advanced manufacturing, and building a system of partnering organizations to respond efficiently and robustly to potential FDI opportunities.

I know of no other person in the public sector who has demonstrated the level passion, commitment, as well as collaborative spirit as James has throughout his career. I believe he will be an outstanding member of your team, and a rare asset in a talented world of economic development practitioners.

I'd be thrilled to speak in more detail about my experiences working with James and his qualifications. Please don't hesitate to contact me for further discussion.

Kind regards,

A handwritten signature in blue ink, appearing to read 'Spencer Cohen', written in a cursive style.

Spencer Cohen

GETTING THERE



January 15, 2018

Deborah Knight
City Administrator
City of Monroe
806 West Main St.
Monroe, WA 98272

Re: RFP – Economic Development Specialist

Dear Deborah,

It is with absolute pleasure that I write this letter of recommendation for James Palmer to fulfill your contract role of Economic Development Specialist.

I have had the good fortune of working with James in two capacities – Associate Development Organization/Washington State Department Commerce relationship and as a co-worker at the Washington Department of Commerce. From my experience working with James, I can confidently say that he is the complete package in all things economic development.

James raises the bar at every task he takes on. At the Department of Commerce he single-handedly convinced the state leadership that advanced manufacturing needed to be included as one of the Governor's key sectors. And, when the Department Commerce lacked the funds to conduct business development in the renewable energy sector, James collaborated with the Associate Development Organization and raised the funds to travel to Texas to participate in the American Wind Energy Associations global conference.

It's not just an innate understanding of business that James brings to the table. It's his passion to assist businesses succeed, do the right thing, and do good work that would make James and asset at the City of Monroe.

If I can provide you with further information about James qualifications, please do not hesitate to call on me.

Sincerely,

Jeanie L. Ashe
Economic Development Coordinator
(425) 377-3221

Professional References • 22

GETTING THERE



January 15, 2018

Deborah Knight
City Administrator
City of Monroe
806 West Main St.
Monroe, WA 98272

Re: RFP – Economic Development Specialist

Dear Deborah,

It is my great pleasure to write this letter of recommendation for Mr. James Palmer. I have had the pleasure of working with Mr. Palmer over the past ten years, and I can state with confidence that he is a motivated and responsible person with a high degree of integrity. As such, I expect that he will have a very positive impact on your economic development initiatives.

Having collaborated with Mr. Palmer while I was the Economic Development Specialist at the Port of Bellingham, I feel that I know Mr. Palmer quite well. I began working with Mr. Palmer when he started at the Washington State Department of Commerce in August, 2008. In this role, he had a considerable amount of responsibilities, and he handled them effortlessly. He showed his skills to communicate with both internal and external customers and was particularly adept at communicating with the foreign investor community.

Mr. Palmer takes the initiative to identify problems and devise solutions. His role required strong communication skills, and he demonstrated on numerous occasions that he not only has these skills, but that he also has the ability to inspire respect and cooperation in teammates and stakeholders. He has shown that he is a very intelligent person with a mind well-suited to the multi-stakeholder world of economic development.

Mr. Palmer has informed me that he is responding to an RFP to provide Economic Development services to the City of Monroe, and I feel that this is an appropriate choice for him. He clearly has the interest to excel in this capacity, and based on his performance, he clearly has the ability to achieve success. I therefore highly recommend him to manage your community's economic development initiatives. I sincerely hope that you give his proposal favorable consideration. If you need any further information about Mr. Palmer, please do not hesitate to contact me.

Sincerely,

A handwritten signature in blue ink, appearing to read "Dodd Snodgrass".

Dodd Snodgrass
Dsnod13@gmail.com

Professional References • 23



V. Proof of Insurance



CERTIFICATE OF LIABILITY INSURANCE

DATE ISSUED
1/15/2018

THIS CERTIFICATE ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AFFECT, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURERS, AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER: GRIFFIN MAC LEAN INC 812703 P: (425) 822-1368 F: (425) 822-2737 2340 130TH AVE NE SUITE B150 BELLEVUE WA 98005	CONTACT: TITLE: PHL No. (425) 822-1368 FOR (425) 822-2737 FAX: ADDRESS:
INCLUDING APPROVED COVERAGE	
INSURER: GOLDEN RULE LLC 3245 NW MARKET ST SEATTLE WA 98107	INSURER A: Sentinal Ins Co LTD 11000 INSURER B: INSURER C: INSURER D: INSURER E: INSURER F:

COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

TYPE	TERMS COVERAGE	APPLICABLE	POLICY NUMBER	POLICY ORIGIN DATE	POLICY EXP. DATE	AMOUNT
A	COMMERCIAL GENERAL LIABILITY CLAIM-MADE <input checked="" type="checkbox"/> OCCUR General Liab		53 83M IX2543	04/04/2017	04/04/2018	EACH OCCURRENCE \$1,000,000 DAMAGE TO RENTED PREMISES (Per occurrence) \$1,000,000 NEW BIOP (Per occ/yr) \$10,000 FRODOVAL & NEW BIOP \$1,000,000 GENERAL AGGREGATE \$2,000,000 PRODUCTS - COMMER AGG \$2,000,000
	AUTOBOMBLI LIMBITY ANY AUTO OWNED AUTO ONLY SCHEDULED AUTO NEMO AUTO ONLY NON-OWNED AUTO ONLY AUTOBOMBLI LIMBITY					
	UMBRELLA LIMBITY OCCUR UMBRELLA LIMBITY CLAIM-MADE					EACH OCCURRENCE > AGGREGATE >
	AUTOMOBILE LIABILITY ANY AUTO OWNED AUTO ONLY SCHEDULED AUTO NEMO AUTO ONLY NON-OWNED AUTO ONLY AUTOBOMBLI LIMBITY					EACH ACCIDENT > EACH OCCURRENCE > EACH OCCURRENCE - POLICY LIMIT >
A	HOME STGE LTD 53 83M IX2543		53 83M IX2543	04/04/2017	04/04/2018	Each Claim \$1,000,000 Aggregate \$1,000,000 Deductible \$1,000

DESCRIPTION OF OPERATIONS / ACTIVITIES / SERVICES PROVIDED BY, Addressed Remarks Schedule, may be attached. Events agree to require) Those usual to the Insured's Operations.

CERTIFICATE HOLDER: JAMES R PALMER 3245 NW MARKET ST SEATTLE, WA 98107	CANCELLATION: SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE <i>Suzanne Castaneda</i>
--	---



VI. UBI, Business Entity information and Licensing

1. Federal Employer Identification Number (EIN):91-1863824
2. Washington State UBI #: 601822945
3. City of Seattle Business Tax License No.: 0805285
4. City of Monroe Business License will be obtained upon award of contract if required.



STATE OF WASHINGTON
BUSINESS LICENSING SERVICE

Thank you for filing online

Our processing time generally takes up to 10 business days. Some endorsements may take more time for state or city approval. You will receive your business license with approved endorsements in the mail. An updated business license will be mailed to you when additional endorsements are approved.

Confirmation Number: 0-000-932-995

Filing Date and Time: 03/08/2017 04:46:02 PM

Payment Method: ACH Debit/E-Check

Business Entity Information

Entity Type: Limited Liability Company
Name of Entity: GOLDEN RULE, L.L.C.
UBI: 601-822-945

Business Location Information

Firm Name: GOLDEN RULE LLC
Phone Number: (206) 419-5577
Fax Number: None
Location Address: 3245 NW MARKET ST SEATTLE WA 98107-3322
Mailing Address: 3245 NW MARKET ST SEATTLE WA 98107-3322

Trade Names Added

GOLDEN RULE LLC

Endorsement(s) Applied For	Commence	Cease	Count	Fee
Tax Registration	03/08/2017		1	\$0.00
				<u>\$0.00</u>

Fee Type	Commence	Cease	Count	Fee
BLS Processing Fee	03/08/2017		1	\$19.00
Trade Name Registration	03/08/2017		1	\$5.00
				<u>\$24.00</u>

Grand Total: \$24.00

January 17, 2018



Proposal
for Services:

Economic Development Services

Prepared for:

City of Monroe

806 West Main Street
Monroe, Washington 98272

Prepared by:

 **LELAND CONSULTING GROUP**

610 SW Alder Street, Suite 1200
Portland, Oregon 97205
www.lelandconsulting.com

January 17, 2018

Ms. Deborah Knight
City Administrator
CITY OF MONROE
806 West Main Street
Monroe, Washington 98272

Re: Proposal for Services
Economic Development Services – RFP 2018-01

Dear Ms. Knight,

Leland Consulting Group (LCG) is pleased to submit the enclosed proposal in response to the City of Monroe's Request for Proposals for Economic Development Services. We have a team of experts who share your commitment to helping Monroe identify and realize its distinct economic development advantages and opportunities within the region. During the course of this contract, we will provide the City with:

- The right combination of national experience and local familiarity. LCG and team members have a broad understanding of economic development trends and opportunities unique to different communities across the U.S. At the same time, we are experienced with the distinct opportunities and challenges facing the City of Monroe. Our team will bring outside perspectives along with our local familiarity to a community that is well known and will not lose valuable time getting up to speed on the issues, the players, and the landscape.
- A proactive approach to solving problems rather than simply analyzing them. Our team is made up of strategic advisors who honed their skills implementing plans that turn strategies into action.
- A project engagement and collaboration process that is focused on candid advice to decision-makers and implementers, coupled with broader stakeholder buy-in to the emerging strategy.
- Deliverables that are clear, attractive, compelling, and complete so that they can serve as both technical documents and communications tools. Information should be presented to enlighten and inspire decision-makers, not confuse them.
- A stimulating, engaging, and fun process. We are committed to fostering lasting personal connections with clients and communities while we deliver results.

I will serve as project manager and the City of Monroe's day-to-day contact throughout the process. We hope that the enclosed materials demonstrate our capacity to provide Economic Development Services. Our team has the capacity to complete the services described in the following pages during the months of February through June 2018.

Please do not hesitate to contact me at 503.222.1600 or apyszka@lelandconsulting.com with any questions.

Sincerely,

LELAND CONSULTING GROUP



Alisa Pyszka
Principal

Statement of Qualifications

Firm Introduction



Exceptional public and private leaders have bold visions for their

downtowns, neighborhoods, employment centers, and cities. Leland Consulting Group helps to refine and realize those visions.

Through our work in more than 250 communities across the country, we have helped to shape long-term plans, and to help build the projects that immediately improve residents' quality of life: thriving downtowns, bustling shopping districts, inviting neighborhoods, and productive employment centers. As urban strategists, our role is to keep the big picture in sight, while simultaneously providing deep expertise in the strategic, market, financial, and economic elements that make projects possible and successful. We recognize that special and economically viable places result not just from one factor, but from the combination of quality design, supportive markets, developer capacity, and financial strength. And during every assignment, we engage the public and private champions essential to rallying support and overcoming obstacles.

Leland Consulting Group provides the following services:

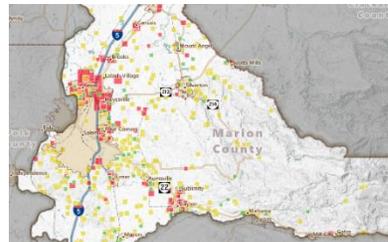
- Economic Development Strategies
- Market Research and Strategies
- Urban Renewal Strategies
- Building and Development Programs
- Downtown Redevelopment Plans

Leland Consulting Group (LCG) was established in 1989 and has over 28 years of experience providing real estate and urban planning services to public and private sector clients across the United States.

Project Experience

Economic Development Strategy, Marion County, Oregon

Marion County is uniquely situated along Interstate 5 and home to the state capital as well as some of the most fertile



agricultural land in the country. County staff and leadership are embarking on their first economic development strategy, assisted by

LCG. As other organizations have largely filled the needs to facilitate economic development until now, staff and leadership were very clear that defining clear stakeholder roles is an important aspect of the strategy. In addition, staff and leadership want to leverage their unique role tied to public services and desire to address the diverse economic base. As such, the emerging strategy will provide both rural and urban recommendations tied to the County's role in economic development. The action plan development will include in-depth discussion with stakeholders regarding expectations, roles, and ownership of defined actions.

Economic Development Strategy, Bozeman, Montana

LCG worked with City staff and local stakeholders to determine Bozeman's distinct industry strengths and opportunities to grow the economic base. As a unique community with

significant growth, this strategy aligns the need to strategically grow

industry balanced with increasing "no

growth" sentiments. LCG prepared the [overall vision and the detailed, prioritized action plan](#) with clear metrics needed to achieve the vision.



Proposal for Services: Monroe Economic Development Services

CREDC Economic Development Strategy, Clark County, Washington

LCG worked with the Columbia River Economic Development Council (CREDC) and regional stakeholders, including Washington State University Vancouver, to prepare an economic development strategy and implementation



action plan. The strategy presented a unique task in that it needed to address both rural and urban challenges and opportunities.

Furthermore, the organization required direction regarding appropriate industry clusters and actions to maximize staff time and resources.

LCG prepared a strategy based on a data-driven analysis of industry and labor skills to determine targeted industry clusters based on competitive strengths aligned with global economic trends. This focus on objective data resolved conflicting opinions regarding industry cluster focus and necessary areas of focus. Building off the industry cluster analysis, the strategy focused on talent retention and attraction, equity, and placemaking. The data, findings, and recommendations developed by LCG were vetted through a regional Steering Committee and the CREDC Board, which includes mayors and city council members across the County.

In addition, LCG prepared a five-year action plan to outline how public investment dollars, staff efforts, and marketing will be deployed to foster targeted economic development for the community. This plan includes timelines, metrics, specific task leads, and resources required to complete the action to ensure implementation will occur. The team extrapolated this information further to create content and framework for CREDC's new key performance indicator (KPI) or metric dashboard. CREDC has already adopted the strategy and posted elements to their [website](#).

Comprehensive Plan Update and Economic Development Strategy, Monroe, Washington

LCG was part of the multidisciplinary planning team engaged by the City of Monroe to develop a 2015 – 2035 Comprehensive Plan Update in keeping with the State of Washington's Growth Management Act. LCG's roles included community outreach, helping to define the City's overarching 20-year vision, leading the economic development strategy element, and providing input on other plan elements such as transportation and parks. Based on public input and economic analysis, LCG helped the City to focus on the following priorities in the Plan: downtown revitalization; strengthening the City's identity as an outdoor recreation destination

and gateway; capitalizing on the Skykomish Riverfront as an open space and tourism resource; growing small and medium size



businesses; and reinforcing Monroe's small-town character. This work culminated in the [City's Economic Development Strategy Plan](#) that was adopted by City Council in December 2015. The Comprehensive Plan won the 2016 Award for Excellence in Planning in the Small Cities category from the Washington Chapter of the American Planning Association and the Planning Association of Washington.

Experience of Project Personnel

LCG has carefully curated a project team that matches substantial local familiarity in Monroe with national experience in economic development and strategic planning. Our team members are passionate about making great places and we share an excitement for facilitating the creation of a plan that builds on existing regional partnerships.

Alisa Pyszka, Principal



Building off her belief that every community possesses compelling strengths, Alisa Pyszka works with clients to realize their unique advantage and a vision that can be amplified with strategic investments.

With extensive experience working for both public agencies and private developers, Alisa delivers a range of technical and strategic skills that enable great urban places to get built. Her emphasis is on urban corridors, downtown revitalization, employment districts, and public-private partnerships. Alisa keeps the focus of projects on implementation, bringing to bear tools and resources from her 16 years of urban planning, real estate, and economic development experience. Alisa most recently served as the VP of Recruitment for Greater Portland Inc, a regional nonprofit economic development organization that provides support and services to companies seeking to relocate or expand in the greater Portland area. In this role, Alisa developed strategic insights regarding the most important attributes a community and region must have to attract business, as well as how to successfully message these attributes to decision-makers.

Alisa holds a Master of Urban and Regional Planning degree from the University of Kansas and a Bachelor of Arts degree in History from Miami University. In addition, she earned her LEED AP certification from the U.S. Green Building Council.

Sam Brookham, Senior Analyst



Sam is an urban planner with a passion for environmentally-sound planning. His diverse background and work in both public and private sectors have had him involved in community revitalization, municipal planning, environmental planning, and economic development.

Building upon a desire to pursue community-based planning that promotes civic responsibility and public engagement, Sam delivers a range of technical, research, and analytical skills to support LCG's senior staff members on a wide range of projects.

Sam's prior experience has included work in both public and private sectors. He most recently served as the planner and GIS specialist for PlanSmart NJ, a planning and research organization in New Jersey committed to the advancement of sound land use planning and regional cooperation. Sam utilized his research, writing, and creative skills to coauthor an award-winning guidebook aimed at helping state and municipal officials revitalize economically distressed suburban communities. His prior experience also includes municipal planning with Park City (UT), further enhancing his ability to engage in a diverse range of planning tasks.

Sam holds Bachelor of Science degrees in Urban Planning and Environmental and Sustainability Studies from the University of Utah.

Summary of Approach

Project Understanding

LCG is very familiar with the opportunities and challenges facing Monroe, Washington. Our firm partnered in the preparation of the Comprehensive Plan and prepared the Economic Development Strategy in September 2015, finding that the future holds the promise of both continuity and change for Monroe.

We understand that the City would like to build on this work in conjunction with several other plans to prioritize strategic business recruitment, retention, and expansion (BRRE) initiatives; develop BRRE programs; and create metrics to ensure the City's BRRE efforts are measurable and effective. This work will ultimately assist the City in thoughtful interpretation of the data, identify specific actions, and strategic opportunities and focus areas, and create and deliver an Action Plan document with target milestones, deliverables, and responsibilities for staff and community stakeholders.

In all our work, we stress that the City staff alone cannot foster economic development. It takes several different stakeholders with various roles working toward to the same goals and objectives to truly foster economic development. We view the Action Plan as the "playbook" for a community to align efforts in one meaningful direction.

Project Management Structure

While team members will collaborate and share their insights regarding the overall project, specific assignments are outlined below:

Key Staff	Specific Assignments
Alisa Pyszka, Project Manager	Action plan development and marketing materials
Sam Brookham	Data research and GIS
Admin	Graphic design and layout of marketing materials

Scope of Work

Based on the above project understanding and goals, we have outlined the following scope of work. In order to efficiently and effectively develop the Action Plan, we recommend that the City of Monroe create an economic development committee (EDC) to provide feedback on draft findings, recommendations, and reports. The LCG team will provide guidance on how and who should engage for participation in the EDC. The following work plan assumes this EDC will be available to assist in the development of the Action Plan.

Task 1: Compile Findings and Stakeholder Engagement

To develop the desired economic development Action Plan, a compilation of other ongoing strategies and overview of national data and trends pertaining to Monroe must be understood for a baseline direction. Once the baseline is established, City staff and LCG can have collaborative communications with stakeholders and community partners over a targeted one-day session of up to four meetings. It is assumed that City staff will arrange and coordinate all meetings. The attendee list will be developed by both LCG and the City.

In completing the research and community meetings, LCG will recommend key strategies for the City in a presentation format. These strategies will be presented to the EDC economic development team and at key stakeholder meetings to educate key partners and garner feedback. Results of the facilitated meetings will be summarized and provided in a presentation format.

Products:

- Compilation of plans and strategies of the City, key partners, and stakeholders with a summary of emerging trends.
- Facilitate one kick-off presentation to EDC regarding economic development trends and anticipated project outcomes. This presentation will be held on the same day as the community stakeholder meetings.

Proposal for Services: Monroe Economic Development Services

- A focused day of four community stakeholder meetings and summary of key findings. Pyszka will attend these meetings in person.
- Key strategies base on existing documents and community feedback in a presentation format.
- Present key findings and trends in a presentation format to staff and EDC via video conference call.

Time to Complete: Eight weeks

Task 2: Action Plan Development

Building off the work completed in Task 1, LCG will use the ideas and strategies identified in the stakeholder meetings to conduct research on target industries or other emerging factors, such as technology, demographic shifts, and globalization to continually inform the economic development team for the purpose of creating a forward-thinking plan.

The Action Plan will consist of two components. The first component is a set of defined goals and objectives so the City and stakeholders are in agreement regarding direction and necessary actions to implement BRRE efforts. The second component is a detailed matrix that will identify tasks, deliverables, metrics, responsibilities and milestones. The matrix will be originally constructed by LCG based on years of local and regional experience implementing economic development strategies. The matrix will then be augmented by the City and stakeholders with ongoing programs and efforts that are underway and implement the desired goals and objectives. It is critical that local stakeholders agree to the proposed actions and deadlines within the matrix to ensure results are realized. As this is the core deliverable, we will focus on the following outcomes:

- Assist in prioritizing the City's Economic Development Plan initiatives and City Council goals related to business recruitment, retention and expansion.
- Recommend, develop, and implement programs and strategies for business expansion, retention and attraction, working closely with local businesses, business groups, and potential businesses to "Choose Monroe."
- Assist the City and Downtown Monroe Association with identifying, developing, and securing long-term sustainable sources of funding for downtown improvements.

- Assist the City and Lodging Tax Advisory Committee with establishing methods and metrics for determining the efficacy of events at drawing outside visitors.

Products:

- Goals and objectives in a Word document.
- Set-up, agenda, presentation and summary of EDC meeting to verify goals and objectives. Pyszka will attend this meeting in person.
- Matrix with tasks, deliverables, metrics, responsibilities and milestones.
- Final Action Plan document in Word.

Time to Complete: 10 weeks

Task 3: Marketing Templates and Content

In conjunction with the work in Task 2, LCG will provide marketing templates and an outline of required marketing content to produce meaningful marketing tools that will speak to local and outside businesses to support BRRE. This marketing material is based on Pyszka's experience working at the regional level recruiting businesses to the Portland region. Her experience provides insights into the meaningful content that business leaders want to understand before making a significant decision to expand to a new location. Her experience has been specifically applied to communities such as Florence, Oregon where she developed the content for their first economic development [website](#).

Products:

- Recommended ways to enhance events to attract non-residents to the community.
- Recommended downtown programs to enhance investment and visitors.
- Develop print and on-line resources to respond to inquiries for available properties, economic and demographic data, and trends and resources.

Elements include:

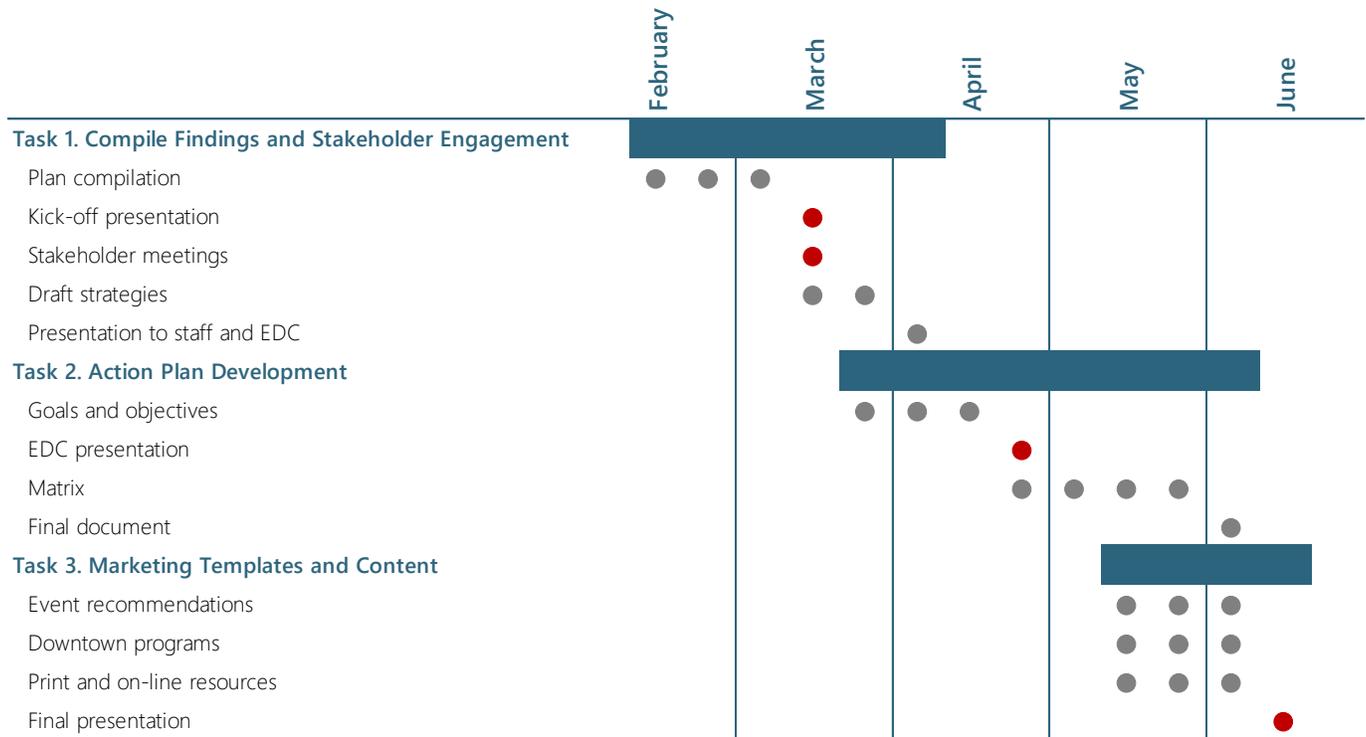
- Site promotion templates
- Industry cluster inventories
- Marketing content outline

Time to Complete: Four weeks

Proposal for Services: Monroe Economic Development Services

Schedule

Following is LCG’s proposed schedule for the scope of work described above:



● In person meeting

References

Economic Development Strategy, Marion County, Oregon

Thomas Hogue, Economic Development Coordinator, Marion County, 503.589.3277, thogue@co.marion.or.us

Economic Development Strategy, Bozeman, Montana

Brit Fontenot, Economic Development Director, City of Bozeman, 406.579.1302, bfontenot@bozeman.net

CREDC Economic Development Strategy, Clark County, Washington

Brittany Bagent, Director of Research & Economic Strategy, Columbia River Economic Development Council (CREDC), 360.694.5006, bbagent@credc.org

Comprehensive Plan Update and Economic Development Strategy, Monroe, Washington

Paul Popelka, Planning & Community Development (former Planning Director for Monroe), City of Everett, Washington, 425.257.7155, ppopelka@everettwa.gov

Fee Schedule

	Pyszka \$175	Brookham \$115	Admin \$90	Hours by Task	Budget by Task
Task 1. Compile Findings and Stakeholder Engagement				72	\$11,060
Plan compilation	8	4	0	12	\$1,860
Kick-off presentation	8	0	4	12	\$1,760
Stakeholder meetings	8	0	0	8	\$1,400
Draft strategies	16	8	0	24	\$3,720
Presentation to staff and EDC	8	8	0	16	\$2,320
Task 2. Action Plan Development				80	\$12,080
Goals and objectives	16	16	0	32	\$4,640
EDC presentation	8	4	0	12	\$1,860
Matrix	16	4	0	20	\$3,260
Final document	8	8	0	16	\$2,320
Task 3. Marketing Templates and Content				78	\$10,540
Event recommendations	8	8	0	16	\$2,320
Downtown programs	8	8	0	16	\$2,320
Print and on-line resources	8	16	10	34	\$4,140
Final presentation	8	0	4	12	\$1,760
Total Hours	128	84	18	230	
Fee Budget	\$22,400	\$9,660	\$1,620		\$33,680

Budget Summary

Fees	\$33,680
Expenses (travel)	\$1,500
Total Budget "not to exceed"	\$35,180

Additional Information

Proof of Insurance

Please see attached certificate of insurance.

Washington State Unified Business Number (UBI)

LCG's Washington Unified Business Identifier number is 601-619-750.



**CITY OF MONROE
SOLICITATION FOR
VISITOR INFORMATION GUIDE**

SOLICITATION NUMBER	RELEASE DATE
RFP 2018-02	January 19, 2018
CLOSING DATE AND TIME	SUBMITTAL CONTACT
Friday, February 2, 2018 4:00PM	Deborah Knight
SUBMITTAL REQUIREMENT	SUBMITTAL EMAIL
Mail, Hand Delivery or Electronic	eadkisson@monroewa.gov

PLEASE READ CAREFULLY!

NOTICE IS HEREBY GIVEN, that sealed written proposals are invited by the City of Monroe for interested, experienced, and qualified firms or individuals to write, publish, and distribute a new semi-annual visitor information guide (“Choose Monroe”). The City of Monroe will select and contract with one vendor (“Publisher”) to provide advertising sales, graphic design/layout, printing and distribution as described in the Scope of Work below. Joint proposals will be accepted, but one publisher must be designated as the lead proposer.

BACKGROUND

The City of Monroe is seeking to promote tourism activities to residents, regional visitors and tourists by publishing and distributing an ad-supported, 32-page, semi-annual visitor information “magazine”.

The City is looking for a magazine and/or periodical publisher to sell advertisements, write, publish and distribute a magazine two times per year (April and October) to provide information about social activities, business opportunities, cultural activities, civic events, and/or educational programs available to residents and visitors of the area. The goal is to sell advertisements to businesses, non-profits, individuals and governmental agencies interested in reaching city residents and other visitors to underwrite the costs related to the production and distribution of the magazine.

The following are the minimum requirements for publication of the magazine:

- Description: 16 pages and 32-pages self-cover magazine
- Stock: 70# Gloss Book White
- Trim (Finished) Size: 8 3/8” x 10 7/8” finished size
- Ink: 4/4 process color (Full color throughout), bleeds, printed on a sheet fed press
- Binding: Saddle Stich and trimmed to sized.
- Packaging: Each box must weigh less than 35 pounds. Boxes should be labeled “Month/Year Choose Monroe Magazine” along with the box’s quantity.
- Delivery: 1500 printed magazines delivered to Monroe City Hall
Approximately 5500 delivered to the Monroe branch of the United



States Post Office. Pre-sorted and delivered magazines to designed post office location in accordance with U.S. Postal Service domestic mail Manual requirements to achieve the minimum individual bulk mailing rates.

Approximately 10,000 distributed to hotels, restaurants, visitor information centers and other places that tourist and visitors frequently stop.

A link and/or downloadable magazine will be provided on the City's website and the Monroe Chamber website (Choosemonroe.com).

Timeline: Design and printing of the 2018 magazines must be completed to ensure delivery of the first issue no later than May 1, 2018 and the second issue by October 1, 2018. Future issues will be delivered no later than April 1 and October 1.

TIMELINE

RFP issued: Friday, January 19, 2018
Proposals due by: 4:00PM Friday, February 2, 2018
City Council action on PSA: Tuesday, February 20, 2018
Work begins upon execution of the PSA estimated for February 21, 2018

SUBMISSION INSTRUCTIONS

- Proposals are due in the office of the City Clerk no later than 4:00 PM local time, Friday, February 2, 2018.
- Proposals may be submitted by email. Electronic copies must be submitted in MS Word or PDF format by email to eadkisson@Monroewa.gov (Do not submit proposals as a Zip file.)
- Proposals may be mailed or delivered to:
City of Monroe
Attn: Elizabeth Adkisson
806 W. Main St., Monroe, WA 98272

SCOPE OF WORK

The selected firm or individual will write, publish, distribute and deliver to the city a magazine for distribution to city residents and visitors.

The first edition of the magazine will be published and distributed in April/May 2018. The second edition will be published and delivered in September/October 2018.

As used in this Request for Proposal, the term "magazine" includes all graphic and production



components including lithography, printing, binding, shipping, and all administrative components associated with accounting, collection of receivables and all other functions directly related to the publishing of the magazine, all editorial content, and all proofs: The scope of work includes the following:

- Subject to review and approval by the City, the publisher will generate and manage all editorial content, photos, graphic and production components of the magazine including lithography, printing, binding, shipping, and all administrative components associated with the accounting, collection of receivables and all other functions directly related to the publishing of the magazine consistent with the publisher's ongoing operations.
- The city will be responsible for approving all editorial content and will be responsible for approving all graphic and production components including permissions and final proofing.
- The publisher will publish at least two (2) issues of the magazine per year or an alternative number of editions as may be deemed appropriate by the city and agreed to by the publisher;
- The publisher will advise the city of each publication date at least three (3) months in advance. In consultation with the publisher, the city will determine the initial press run for each edition and report it to the publisher at least three months prior to the publication date for that edition.
- The first issue will be delivered by the publisher to the city on or around the 1st day of May 2018. Each subsequent issue will be delivered pursuant to an editorial calendar to be developed collaboratively by the parties.
- Not less than 30 days prior to the publication date the parties shall agree on a reasonable number of copies to distribution to residents and potential visitors to the city for each issue.
- The editorial-to-advertising ratio is expected to be 60:40 with 60 percent of the magazine being editorial (text and photos) and 40 percent of the publication being advertising. It is anticipated that advertising revenues will be sufficient to cover all costs associated with publication of the magazine, however, the city understands that costs may at times exceed revenues.
- The publisher will provide the city with the schedule of advertising deadlines for each issue as soon as it is developed. Following the advertising deadline for each issue, the publisher will provide the city with a financial report identifying the amount of advertising space sold for the upcoming publication and the estimated cost of the publications. The city will notify the publisher whether it wishes to suspend or delay the publication or to pay the difference between cost and revenue.
- The publisher shall reasonably solicit advertising for the magazine in the geographic region of the city, the Puget Sound Region, and other locations that the publisher and the city may deem appropriate. The advertising rates shall be at the discretion of the



publisher, based on production costs for the magazine, market rates for similar advertising, rates charged by competitive publications, the projected advertising revenues. Advertising may be adjusted by the publisher based on market conditions to accurately reflect value of the magazine.

- Advertising content will reflect acceptable standards for a family-oriented publication, and the city will have the right to reject any advertising that it deems does not meet this standard.
- The publisher shall conduct solicitation and sales activity as reasonably necessary throughout the term of the agreement.
- The city will provide a letter from the Mayor along with magazine information encouraging tourism-related businesses to advertise in the magazine. A list of contacts will be provided to the selected publisher's project manager.
- Advertisement design services should be provided to individual advertisers. The publisher will determine whether these services will be provided at a cost or at no charge to advertisers. The proposal submitted will outline any charges for these services.
- The publisher shall own all graphic and production components and contents which are original drafting that are not specific to the city and the methods and means associated with the general production of the magazines. Original content which is specific to the city but which is created by the publisher will be owned by the city and may be used by the city for any purposed but may also be sued on a limited basis by the publisher for marketing services to other customers.
- The city is fully responsible for the content of the magazine. The city is responsible to approve or reject any and all proofs including all advertising, all content, all production components, and all graphics. The city has final determination whether to include or reject content.
- Ten (10) days prior to publication, the publisher will provide the city a proof copy of the magazine. The city shall have 72 hours within which to accept or reject the proof copy in whole or in part. The publisher shall have 48 hours to resolve such issues.
- The publisher is responsible for all printing and distribution costs as outlined in this RFP.

SUBMISSION REQUIREMENTS

1. A resume or statement of qualifications.
2. Relevant experience of project personnel
3. Summary of the proposed approach to implement the scope of work
4. Three to five professional references with emphasis on services similar to this proposal



5. A pro forma including hourly rates, miscellaneous fees and other anticipated expenses. The pro forma should include the maximum total cost to create, print and deliver 17,000 copies of the magazine based on the scope of work outlined in this RFP.
6. Proof of insurance as required by the PSA
7. Washington State Unified Business Number (UBI)

QUALIFICATIONS

The intent of the city is to select one publisher whose proposal is determined to be the most advantageous based on the qualification factors set forth below. The successful proposer will have proven experience working with government, quasi-government, trade, and/or non-profit organizations developing and publishing successful city guides, visitor information guides, relocation guides and/or tourism related magazines.

Price, while a factor, may not be the most important factor in determining the successful proposer. It is the city's goal to have the lowest out of pocket cost to produce a high-quality publication.

CONTRACT

The contract is for two years from February 21, 2018 through May 15, 2020. The parties may agree to extend the contract for two (2) additional one-year terms. Consultant and the City will execute a standard City of Monroe Professional Services Agreement (PSA) (Attachment 1).

FEE STRUCTURE, PAYMENT AND ADMINISTRATION

Proposals should include details for time, fee structure, staff costs, overhead and other related expenses. The proposal will outline maximum costs for:

- Professional services
- Any production costs
- Other anticipated expenses
- Anticipated advertising revenue to off-set expenses.

SELECTION CRITERIA

Proposals will be evaluated to determine the consultant or firm best suited to complete the project based on qualifications, experience and pricing including:

1. Resume or statement of qualifications.
2. Relevant experience of project personnel.
3. Summary of the proposed approach to implement the scope of work.
4. Professional references.



5. Pro forma including hourly rates, miscellaneous fees, other anticipated expenses and advertising revenue. Advertising revenue will be evaluated based on the best possible outcomes for advertisers and ad sales representatives.
6. Ability to communicate effectively.

SPECIAL TERMS AND CONDITIONS

All materials submitted in response to this RFP will become the property of the City of Monroe, which reserves the right at its sole discretion, to use, without limitation, all information, concepts, and data contained therein.

The City of Monroe reserves the right to reject any and all submittals, to waive any informality or irregularity in any response, and to make an award to the proposer or proposers deemed, in the sole discretion of the City of Monroe, to be the most suitable to the city.

This RFP does not commit the city to award a contract to any proposer, or to pay any cost incurred in preparation of materials filed in response to this RFP.

This RFP does not commit the city to accept proposals except as set forth in this RFP.

The city reserves the right to negotiate with any proposer, to award multiple contracts or portions of the specified services, or to cancel in part or in its entirety this RFP, if it is deemed, in the sole discretion of the city, to be in the best interest of the city.

The city is not responsible for late delivery caused by the Postal or Private Carriers. Submittals received after the deadline may not be evaluated.

The city reserves the right to reject any and all responses, and to waive all informalities.

City of Monroe employees are precluded from giving out information on the process of selection, which might possibly give an inquiring firm or individual an advantage in the selection process.

QUESTIONS

Questions regarding the scope of work and the RFP process are to be addressed to Deborah Knight, at DKnight@MonroeWA.gov

ATTACHMENTS:

1. Sample Professional Services Agreement
2. Code of Ethics



THIS AGREEMENT is entered into on _____, 2018 between the City of Monroe, Washington, hereinafter called "the CITY", and the above person, firm or organization, hereinafter called "the CONSULTANT".

WHEREAS, the CITY desires to accomplish the above-referenced project; and

WHEREAS, the CITY does not have sufficient staff or expertise to meet the required commitment and therefore deems it advisable and desirable to engage the assistance of a CONSULTANT to provide the necessary services for the project; and

WHEREAS, the CONSULTANT has represented to the CITY that the CONSULTANT is in compliance with the professional registration statutes of the State of Washington, if applicable, and has signified a willingness to furnish consulting services to the CITY, now, therefore,

IN CONSIDERATION OF the terms and conditions set forth below, or attached and incorporated and made a part hereof, the parties agree as follows:

1. Retention of Consultant - Scope of Work. The CITY hereby retains the CONSULTANT to provide professional services as defined in this agreement and as necessary to accomplish the scope of work attached hereto as Exhibit A and incorporated herein by this reference as if set forth in full. The CONSULTANT shall furnish all services, labor and related equipment necessary to conduct and complete the work, except as specifically noted otherwise in this agreement.

2. Completion of Work. The CONSULTANT shall not begin any work under the terms of this agreement until authorized in writing by the CITY. The CONSULTANT shall complete all work required by this agreement according to the schedule attached as Exhibit B and incorporated herein by this reference as if set forth in full. A failure to complete the work according to the attached schedule, except where such failure is due to circumstances beyond the control of the CONSULTANT, shall be deemed a breach of this agreement. The established completion time shall not be extended because of any delays attributable to the CONSULTANT, but may be extended by the CITY, in the event of a delay attributable to the CITY, or because of unavoidable delays caused by circumstances beyond the control of the CONSULTANT. All such extensions shall be in writing and shall be executed by both parties.

3. Payment. The CONSULTANT shall be paid by the CITY for satisfactorily completed work and services satisfactorily rendered under this agreement as provided in Exhibit C, attached hereto and incorporated herein by this reference as if set forth in full. Such payment shall be full compensation for work performed or services rendered and for all labor, materials, supplies, equipment, and incidentals necessary to complete the work specified in the Scope of Work attached. The CONSULTANT shall be entitled to invoice the CITY no more frequently than once per month during the course of the completion of work and services by the CONSULTANT. Invoices shall detail the work performed or services rendered, the time involved (if compensation is based on an hourly rate) and the amount to be paid. The



CITY shall pay all such invoices within 45 days of submittal, unless the CITY gives notice that the invoice is in dispute. In no event shall the total of all invoices paid exceed the maximum amount payable set forth above, if any, and the CONSULTANT agrees to perform all services contemplated by this agreement for no more than said maximum amount.

4. Changes in Work. The CONSULTANT shall promptly make such changes and revisions in the complete work provided by this agreement as may be necessary to correct errors made by the CONSULTANT and appearing therein when required to do so by the CITY. The CONSULTANT shall make such corrective changes and revisions without additional compensation from the CITY. Should the CITY find it desirable for its own purposes to have previously satisfactorily completed work or parts thereof changed or revised, the CONSULTANT shall make such revisions as directed by the CITY; this work shall be considered as Extra Work and will be paid for as provided in Section 5.

5. Extra Work.

A. The CITY may, at any time, by written order, make changes within the general scope of the agreement in the services to be performed. If any such change causes an increase or decrease in the estimated cost of, or the time required for, performance of any part of the work or services under this agreement, whether or not changed by the order, or otherwise affects any other terms or conditions of the agreement, the CITY shall make an equitable adjustment in the (1) maximum amount payable; (2) delivery or completion schedule or both; and (3) other affected terms, and shall modify the agreement accordingly.

B. The CONSULTANT must submit any "proposal for adjustment" under this clause within 30 days from the date of receipt of the written order to make changes. However, if the CITY decides that the facts justify it, the CITY may receive and act upon a proposal submitted before final payment of the agreement.

C. Failure to agree to any adjustment shall be a dispute as provided in Section 18. Notwithstanding any such dispute, the CONSULTANT shall proceed with the agreement as changed.

D. Notwithstanding any other provision in this section, the maximum amount payable for this agreement shall not be increased or considered to be increased except by specific written amendment of this agreement.

6. Ownership of Work Product. Any and all documents, drawings, reports, and other work product produced by the CONSULTANT under this agreement shall become the property of the CITY upon payment of the CONSULTANT'S fees and charges therefore. The CITY shall have the complete right to use and re-use such work product in any manner deemed appropriate by the CITY, provided, that use on any project other than that for which the work product is prepared shall be at the CITY'S risk unless such use is agreed to by the CONSULTANT. Electronic versions of all work products shall be



provided to the CITY in a format compatible with CITY software, except to the extent expressly waived in the attached exhibits.

7. Independent Contractor. The CONSULTANT is an independent contractor for the performance of services under this agreement. The CITY shall not be liable for, nor obligated to pay to the CONSULTANT, or any employee of the CONSULTANT, sick leave, vacation pay, overtime or any other benefit applicable to employees of the CITY, nor to pay or deduct any social security, income tax, or other tax from the payments made to the CONSULTANT which may arise as an incident of the CONSULTANT performing services for the CITY. The CITY shall not be obligated to pay industrial insurance for the services rendered by the CONSULTANT.

8. Indemnity. The CONSULTANT agrees to hold harmless, indemnify and defend the CITY, its officers, agents, employees and volunteers from and against any and all claims, injuries, losses, suits, costs or liability, including attorneys' fees (collectively, "Claims"), specifically including without limitation Claims resulting from injuries, sickness or death of employees of the CONSULTANT and/or damage to property, arising out of or otherwise resulting from the acts, errors, or omissions of the CONSULTANT, its officers, agents, subconsultants or employees, in connection with the services required by this agreement, provided, however, that: The CONSULTANT's obligation to indemnify, defend and hold harmless shall not extend to Claims caused by or resulting from the sole willful misconduct or sole negligence of the City.

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 the CONSULTANT and the CITY, its officers, officials, employees, and volunteers, the CONSULTANT's liability, including the duty and cost to defend, hereunder shall be only to the extent of the CONSULTANT's negligence.

It is further specifically and expressly understood that the indemnification provided herein constitutes the CONSULTANT'S waiver of immunity under Industrial Insurance, Title 51 RCW, solely for the purposes of this indemnification. This waiver has been mutually negotiated by the parties.

The CITY's acceptance or approval of any services or work product under this agreement shall not be deemed to reduce, abridge, limit or otherwise alter the CONSULTANT's obligations as set forth in this section, unless such intent is expressly stated in writing by the CITY.

The provisions of this section shall survive the expiration or termination of this agreement.

9. Insurance. The CONSULTANT shall procure and maintain for the duration of the agreement, insurance against claims for injuries to persons or damage to property which may arise from or in connection with the performance of the work hereunder by the CONSULTANT, its agents, representatives, or employees.



A. Minimum Scope of Insurance CONSULTANT shall obtain insurance of the types described below:

1. Automobile Liability insurance covering all owned, non-owned, hired and leased vehicles. Coverage shall be written on Insurance Services Office (ISO) form CA 00 01 or a substitute form providing equivalent liability coverage. If necessary, the policy shall be endorsed to provide contractual liability coverage.

2. Workers' Compensation coverage as required by the Industrial Insurance laws of the State of Washington.

3. Professional Liability Professional liability insurance appropriate to the CONSULTANT's profession.

B. Minimum Amounts of Insurance CONSULTANT shall maintain the following insurance limits:

1. Automobile Liability insurance with a minimum combined single limit for bodily injury and property damage of \$1,000,000 per accident.

2. Professional Liability Professional liability insurance appropriate to the CONSULTANT's profession.

The amounts listed above are the minimum deemed necessary by the CITY to protect the CITY'S interests in this matter. The CITY has made no recommendation to the CONSULTANT as to the insurance necessary to protect the CONSULTANT'S interests and any decision by the CONSULTANT to carry or not carry insurance amounts in excess of the above is solely that of the CONSULTANT.

C. Other Insurance Provisions.

All insurance shall be obtained from an insurance company authorized to do business in the State of Washington. Excepting the professional liability insurance, the CITY will be named on all insurance as an additional insured. The CONSULTANT shall submit a certificate of insurance to the CITY evidencing the coverages specified above, together with an additional insured endorsement naming the CITY, within fifteen (15) days of the execution of this agreement and prior to the performance of any work specified hereunder. The certificates of insurance shall cover the work specified in or performed under this agreement. The certificate and endorsement must be project and/or site specific.

D. Cancellation.

The CONSULTANT shall provide the CITY with written notice of any policy cancellation within two



business days of its receipt of such notice. No cancellation, reduction or modification of the foregoing policies shall be effective without thirty (30) days prior written notice to the CITY.

The CONSULTANT's insurance coverage shall be primary insurance as respect the City. Any insurance, self-insurance, or insurance pool coverage maintained by the CITY shall be excess of the CONSULTANT's insurance and shall not contribute with it.

E. Acceptability of Insurers.

Insurance is to be placed with insurers with a current A.M. Best rating of not less than A:VII.

F. No Limitation.

The CONSULTANT's maintenance of insurance as required by this agreement shall not be construed to limit the liability of the CONSULTANT to the coverage provided by such insurance, or otherwise limit the CITY'S recourse to any remedy available at law or equity.

G. Failure to Maintain Insurance.

Failure on the part of the CONSULTANT to maintain the insurance as required shall constitute a material breach of contract, upon which the CITY may, after giving five business days notice to the CONSULTANT to correct the breach, immediately terminate this agreement or, at its discretion, procure or renew such insurance and pay any and all premiums in connection therewith, with any sums so expended to be repaid to the CITY on demand, or at the sole discretion of the CITY, offset against funds due the CONSULTANT from the CITY.

H. City Full Availability of Consultant Limits.

If the CONSULTANT maintains higher insurance limits than the minimums shown above, the CITY shall be insured for the full available limits of Commercial General and Excess or Umbrella liability maintained by the CONSULTANT, irrespective of whether such limits maintained by the CONSULTANT are greater than those required by this agreement or whether any certificate of insurance furnished to the CITY evidences limits of liability lower than those maintained by the CONSULTANT.

10. Records Retention and Disclosure. The CONSULTANT shall keep all records related to this agreement for a period of three years following completion of the work for which the CONSULTANT is retained. The CONSULTANT shall permit any authorized representative of the CITY, and any person authorized by the CITY for audit purposes, to inspect such records at all reasonable times during regular business hours of the CONSULTANT. Upon request, the CONSULTANT will provide the CITY with reproducible copies of any such records. The copies will be provided without cost if required to substantiate any billing of the CONSULTANT, but the CONSULTANT may charge the CITY for copies requested for any other purpose. The CONSULTANT shall also provide a complete electronic copy of all reports, plans, and specifications upon completion of the work or upon request of the CITY.



Separate from and additional to the foregoing, the CONSULTANT shall fully cooperate with and assist the CITY with respect to any request for public records received by the CITY and related to any public records generated, produced, created and/or possessed by the CONSULTANT and related to the services performed under this agreement. Upon written demand by the CITY, the CONSULTANT shall furnish the CITY with full and complete copies of any such records within five business days.

The CONSULTANT's failure to timely provide such records upon demand shall be deemed a material breach of this agreement. To the extent that the CITY incurs any monetary penalties, attorneys' fees, and/or any other expenses as a result of such breach, the CONSULTANT shall fully indemnify and hold harmless the CITY as set forth in Section 8.

For purposes of this section, the term "public records" shall have the same meaning as defined by Chapter 42.17 RCW and Chapter 42.56 RCW, as said chapters have been construed by Washington courts.

The provisions of this section shall survive the expiration or termination of this agreement.

11. Notices. All notices required to be given by either party to the other under this agreement shall be in writing and shall be given in person or by mail to the addresses set forth in the box for the same appearing at the outset of this agreement. Notice by mail shall be deemed given as of the date the same is deposited in the United States mail, postage prepaid, addressed as provided in this paragraph.

12. Project Administrator. The Project Administrator shall be responsible for coordinating the work of the CONSULTANT, for providing any necessary information for and direction of the CONSULTANT's work in order to ensure that it generally meets the requirements of this agreement, and for reviewing, monitoring and approving the general quality and quantity of such work. The CONSULTANT shall report to and take any necessary direction from the Project Administrator. Provided, that nothing in this section shall be construed as altering the CONSULTANT'S duty of care or otherwise limiting, abridging, waiving or reducing the CONSULTANT'S obligations under this agreement.

13. Conflict Amongst Main Agreement and Attachments. In case of conflict between the Exhibits to this agreement and the portions of this agreement preceding the signature lines (Sections 1-23), the terms of Sections 1-23 shall prevail. Any limitations on liability and indemnification expressed in the attached exhibits beyond those specified in Sections 8 and 9 (prior to signature line) shall be null and void.

14. Termination. The CITY reserves the right to terminate this agreement at any time upon ten (10) days written notice to the CONSULTANT. Any such notice shall be given to the address specified in Box 3 on page 1. In the event that this agreement is terminated by the CITY other than for



fault on the part of the CONSULTANT, a final payment shall be made to the CONSULTANT for all services satisfactorily performed. No payment shall be made for any work completed after ten (10) days following receipt by the CONSULTANT of the notice to terminate. In the event that services of the CONSULTANT are terminated by the CITY for fault on part of the CONSULTANT, the amount to be paid shall be determined by the CITY with consideration given to the actual cost incurred by the CONSULTANT in performing the work to the date of termination, the amount of work originally required which would satisfactorily complete it to date of termination, whether that work is in a form or type which is usable to the CITY at the time of termination, the cost of the CITY of employing another firm to complete the work required, and the time which may be required to do so.

15. Non-Discrimination. The CONSULTANT agrees not to discriminate against any customer, employee or applicant for employment, subcontractor, supplier or materialman, because of race, color, creed, religion, national origin, marital status, sex, sexual orientation, age or handicap, except for a bona fide occupational qualification. The CONSULTANT understands that if it violates this provision, this agreement may be terminated by the CITY and that the CONSULTANT may be barred from performing any services for the CITY now or in the future.

16. Subcontracting or Assignment. The CONSULTANT may not assign or subcontract any portion of the services to be provided under this agreement without the express written consent of the CITY. Any subconsultants approved by the CITY at the outset of this agreement are named on Exhibit D attached hereto and incorporated herein by this reference as if set forth in full.

17. Non-Waiver. Payment for any part of the work or services by the CITY shall not constitute a waiver by the CITY of any remedies of any type it may have against the CONSULTANT for any breach of the agreement by the CONSULTANT, or for failure of the CONSULTANT to perform work required of it under the agreement by the CITY. Waiver of any right or entitlement under this agreement by the CITY shall not constitute waiver of any other right or entitlement.

18. Resolution of Disputes; Governing Law and Venue. This agreement shall be governed by and construed in accordance with the laws of the State of Washington. If any dispute arises out of or in connection with this agreement, including any question regarding its existence, enforceability, interpretation, or validity, the parties will, if practicable, meet and confer in good faith for a period of fourteen (14) days to attempt to resolve such dispute without an adversary proceeding. If at the end of the fourteen (14) day period such attempt at resolution is unsuccessful, the parties may resort to litigation. The exclusive venue for any litigation arising out this agreement shall be the Snohomish County Superior Court. The substantially prevailing party in any such litigation shall be entitled to an award of its reasonable attorneys' fees.

19. Taxes. The CONSULTANT will be solely responsible for the payment of any and all applicable taxes related to the services provided under this agreement and if such taxes are required to



be passed through to the CITY by law, the same shall be duly itemized on any billings submitted to the CITY by the CONSULTANT.

20. Code of Ethics. The CONSULTANT and all subconsultants/subcontractors shall also comply with the Monroe Code of Ethics (Exhibit E), Chapter 2.52 MMC. Any violation of Chapter 2.52 MMC by the CONSULTANT or any of its subconsultants/subcontractors shall be considered a material breach of this Agreement.

21. Entire Agreement. This agreement represents the entire integrated agreement between the CITY and the CONSULTANT, superseding all prior negotiations, representations or agreements, written or oral. This agreement may be modified, amended, or added to, only by written instrument properly signed by both parties hereto.

22. Legal Compliance. In the performance of work under this agreement, the CONSULTANT shall comply with all federal, state and municipal laws, ordinances, rules and regulations that are applicable to the CONSULTANT's business, equipment, and personnel engaged in operations covered by this agreement or accruing out of the performance of such operations.

23. Risk of Loss. The CONSULTANT shall be solely responsible for the safety of its employees, agents and subcontractors in the performance of the work hereunder and shall take all protections reasonably necessary for that purpose. All work shall be done at the CONSULTANT's own risk, and the CONSULTANT shall be solely responsible for any loss of or damage to materials, tools, or other articles used or held for use in connection with the work.

IN WITNESS WHEREOF, the parties hereto have executed this agreement as of the day and year first above written.

CONSULTANT:

CITY OF MONROE:

Geoffrey Thomas, City Mayor

By: _____

Title: _____

ATTEST/AUTHENTICATED:

Elizabeth M. Adkisson, MMC, City Clerk



EXHIBIT A

SCOPE OF WORK



EXHIBIT B

COMPLETION SCHEDULE



EXHIBIT C

FEE SCHEDULE



EXHIBIT D

SUBCONSULTANT LIST



EXHIBIT E

MONROE CODE OF ETHICS

[2.52.010](#) Purpose – Construction.

[2.52.020](#) Definitions.

[2.52.030](#) Award of contracts prohibited.

[2.52.040](#) Board of ethics – Public officials.

[2.52.050](#) Miscellaneous provisions.

[2.52.060](#) Appeal – Penalties for violation.

2.52.010 Purpose – Construction.

The city of Monroe hereby adopts the code of ethics for municipal officers codified at Chapter [42.23](#) RCW, inclusive of any future amendments thereof. It is the city's specific intent that the ethical standards set forth at Chapter [42.23](#) RCW shall govern the conduct of municipal officers within the city of Monroe. Except as expressly provided in this chapter, the city disclaims any intent to impose substantive standards of conduct that are more stringent than or otherwise different from those set



forth in Chapter [42.23](#) RCW with respect to the subject matter of said chapter. (Ord. 019/2013 § 1 (Exh. A); Ord. 003/2010 § 1 (Exh. A))

2.52.020 Definitions.

The following words and phrases as used in this chapter shall, unless the context clearly indicates otherwise, have the following meanings:

- A. “Advisory opinion” means an opinion rendered by the board of ethics, based upon hypothetical circumstances, indicating how the board would rule on a matter having the same or sufficiently parallel facts, should an adversary proceeding develop.
- B. “Hypothetical circumstances” means circumstances of fact framed in such a manner as to call for an opinion from the board based on a series of assumptions and not based on the known or alleged past or current conduct of a specific public official or employee that could be the basis of a complaint under MMC [2.52.040](#).
- C. “Prima facie showing” means evidence which, standing alone and unexplained, would maintain the proposition and claimed violation of this chapter set forth in the complaint. (Ord. 019/2013 § 1 (Exh. A); Ord. 003/2010 § 1 (Exh. A))

2.52.030 Award of contracts prohibited.

Members of the city of Monroe, Washington, boards, commissions, and city staff are prohibited from being awarded contracts with the city. Exceptions to this rule are those covered by the CBA, RCW and WAC. This section was submitted to the Monroe city council as an initiative with enough required signatures to be submitted to the voters. The city council adopted the initiative as an ordinance as an alternative to placing on the ballot.

Consequently, to the extent required by law, this subsection shall be construed as superseding any conflicting city requirements or requirements that otherwise operate to illegally amend the requirements of an initiative. (Ord.

019/2013 § 1 (Exh. A); Ord. 003/2010 § 1 (Exh. A))

2.52.040 Board of ethics – Public officials.



There is hereby created a board of ethics for city of Monroe public officials. The purpose of this board is to issue advisory opinions on the provisions of this code of ethics and to review and report to the city council on any alleged violations of the code of ethics, all as set forth below. The board shall also provide recommendations on amendments to the ethics ordinance, as directed by the city council:

A. Composition. The board of ethics shall be composed of five members. None of these may be a public official, city employee or immediate family of either. The mayor shall appoint the board members, with the confirmation of the city council. The board of ethics must be citizens of the United States and residents of the city they serve for at least one year before their appointment to the ethics board.

The regular term of office for members of the board of ethics shall be three years. Each member shall hold office until a successor is appointed and confirmed. Regular terms shall commence January 1st and end December 31st. Initial terms shall be staggered with two members appointed for terms beginning upon their appointment in 2004 and ending December 31, 2004; two members appointed for terms beginning upon their appointment and ending December 31, 2005; and one member appointed for a term beginning upon his or her appointment and ending December 31, 2006. After expiration of the initial terms, subsequent appointees shall serve a regular three-year term.

The board shall elect from its membership a presiding officer who shall be referred to as a chairman, chairwoman, or chairperson, as may be appropriate, who shall serve for a period of one year, unless reelected.

A majority of the board of ethics shall constitute a quorum. The board shall meet as frequently as it deems necessary, or at the request of the mayor or a quorum of the city council. The board shall adopt procedures governing the conduct of its meetings, hearings and the issuance of opinions.

B. Specific Complaint Against a Public Official.

1. Any person may submit a written complaint to the mayor or city administrator alleging one or more violations of this ethics code by a public official. The allegation shall set forth specific facts with precision and detail, sufficient for a determination of sufficiency by the board. The complaint shall also set forth the specific sections and subsections of this code that the facts violate, and the reasons why. Complaints should be signed by the person or persons submitting them and include the submitter's correct name, address at which mail may be personally delivered to the submitter, and the telephone number at which the submitter may be contacted.

2. The mayor or his/her designee shall inform the public official and the council of the complaint and shall submit the complaint to the board for determination of sufficiency of the complaint within twenty-four hours of its receipt. Voice mail, email or similar



notification of the defendant is acceptable if actual notice is not immediately practicable. A copy of the complaint shall also be sent to the defendant by registered mail within three days of receipt. A complaint cannot be sufficient unless it precisely alleges and describes unjustified acts which constitute a prima facie showing of a violation of a specified provision or provisions of this code. The purpose of requiring that the complaint be sufficient is to ensure that the complaint is supported by identifiable facts, and to ensure that the complaint is not based on frivolous charges.

3. The complainant shall have the responsibility for proving the allegations in the complaint by a preponderance of the evidence.
4. Complaints shall be subject to a two-year statute of limitation. The limitations period shall commence from the date that information on completion of the alleged misconduct was reasonably available to the public.
5. Complaints may be amended as authorized by the decision-maker as justice requires; provided, that the time frames of the review process provide the defendant with a fair opportunity to respond.
6. All public officials and employees, excluding the alleged violator, shall observe strict confidentiality as to the complaint and alleged violator until the review is complete, to the extent that the information is acquired as a result of a person's status as a public official or employee. Confidentiality after completion shall be maintained unless the complaint or finding is released through a public disclosure request filed with the city attorney. City officials and employees may divulge information to the extent necessary to defend against inaccurate or misleading public information about their involvement in the complaint review process. The ethics board and/or city council may divulge information to the extent necessary to correct any inaccurate or misleading public information about the complaint review process. Any person who violates this subsection shall not be subject to criminal penalties; however, a violation of this subsection may result in disciplinary action against such person. The city council may remove a member of the board of ethics from the board if it determines that the member has violated this subsection.
7. The board shall hold a hearing for the purpose of determining sufficiency of written complaints. The board shall begin the hearing no later than twenty days after the complaint is received and shall conclude the hearing(s) no later than twenty-four days after it receives the complaint; provided, however, that the running of these time periods shall be tolled and the complaint proceedings shall be stayed in the event the board makes application to the city council for continuance of the proceedings. Such continuances may only be granted by the city council when there is demonstrable and compelling reason(s) to do so, and may not exceed ten days. The board shall render a written report, setting forth its findings of sufficiency as to whether or not the individual against whom the complaint was filed may have violated the code of ethics.



8. The determination of sufficiency or insufficiency by the board is final and binding, and no administrative or other legal appeal is available. If the finding is one of sufficiency of the complaint, then the complaint shall be heard and reported as set forth below.
9. No report may be issued by the board, unless a person or entity complained against has had an opportunity to present information on his, her or its behalf at a hearing before the board.
10. A copy of the written report on sufficiency shall be delivered to the city council, person complained against, and the complaining party within ten days of conclusion of the hearing, unless a longer time period has been requested by the person complained against, and has been approved by the board or unless a longer time period has been requested by the board and has been approved by the city council.
11. In the event the written report provides that the board has found sufficiency in the allegations against whom the complaint has been filed, the matter shall be referred for hearing to the city's hearings examiner unless the defendant requests the matter be heard by the ethics board. (Hearings examiners will be rotated from a rotational roster maintained by the city and shall be licensed and practicing attorneys who are not residents of the city.)
 - a. Hearings by a hearings examiner or the ethics board must be held within twenty days of a finding of sufficiency unless an extension is requested, or granted, by the defendant. The hearing must be concluded within ten days of commencement of the hearing unless extended by the request or agreement of the defendant.
 - b. Findings of fact and conclusions and opinion of the hearings examiner or the ethics board must be received by the council no later than seven days after the conclusion of the hearing.
 - c. The complainant or defendant may request a subpoena for documentary evidence or the attendance of witnesses by making a written application to the mayor describing in detail the subject matter of the proposed subpoena and an explanation of why such information is reasonably necessary in order to conduct the hearing. The subpoena may be issued in the event the mayor determines the subpoena request is reasonable, relevant to the complaint and within the subpoena power of the city. The request for a subpoena shall be submitted to the mayor within two business days after the determination of sufficiency and the mayor shall have two business days to issue a decision. In the event the mayor denies the request or the complaint alleges a violation of the ethics code by the mayor, the



defendant or complainant may request a decision from the city council. City council review shall be scheduled for the next regular city council business meeting or study session, unless an earlier special meeting is available. The commencement of the hearing on the merits shall be delayed until five days after the council makes a decision on whether to issue a subpoena.

12. In the event the final determination by either the hearings examiner or the ethics board provides that the individual against whom the complaint has been filed has violated the code of ethics, the council shall convene and render its decision within seven days of the receipt of said determination unless an extension is requested by the defendant and granted by council. In the event that the city council members agree by majority vote that one or more of the violations occurred, then as to the violations the city council may take any of the following actions by a majority vote of the council; provided, that penalties may only be based upon violations alleged in the complaint or amended complaint and not upon other violations discovered during the complaint process:

a. Admonition. An admonition shall be a verbal nonpublic statement made by the mayor to the individual.

b. Reprimand. A reprimand shall be administered to the individual by letter. The letter shall be approved by the city council and shall be signed by the mayor. If the individual objects to the content of such letter, he or she may file a request for review of the letter of reprimand with the city council. The city council shall review the letter of reprimand in light of the report and the request for review, and may take whatever action appears appropriate under the circumstances. The action of the city council shall be final and not subject to further review.

c. Censure. A censure shall be a written statement administered personally to the individual. The individual shall appear at a time and place directed by the city council to receive the censure. Notice shall be given at least twenty days before the scheduled appearance at which

time a copy of the proposed censure shall be provided to the individual. Within five days of receipt of the notice, the individual may file a request for review of the content of the proposed censure with the city council. Such a request will stay the administration of the censure. The city council shall review the proposed censure in light of the report and the request for review, and may take whatever action appears appropriate under the circumstances. The action of the city council shall be final and not subject to further review. If no such request is received, the censure shall be administered at the time and place set. It shall be given publicly, and the



individual shall not make any statement in support of or in opposition thereto or in mitigation thereof. A censure shall be deemed administered at the time it is scheduled whether or not the individual appears as required.

d. Removal. In the event the individual against whom the complaint has been filed is a member of a city board, commission, committee, or other multi-member bodies appointed by the mayor with the approval of the city council, the city council may, by a majority vote, remove the individual from such board, commission or committee; provided, however, that nothing in this section authorizes the city council to remove a council member or the mayor from his or her office.

13. Proceedings by the board or the hearings examiner when they relate to action involving a person shall be made in executive session; however, upon request of the person involved, the proceeding shall be open to the public. The complaint, the determination of sufficiency or no sufficiency, and written report of the board or the hearings examiner shall be considered public records.

14. Action by the city council shall be by majority vote. If the proceeding involves a member of the city council, the member does not vote on any matter involving the member. As provided in RCW [35A.12.100](#), the mayor shall vote in the case of a tie, except if the action is against the mayor. Deliberation by the council may be in executive session; however, upon request of the person complained against, the meeting shall be open to the public.

15. A complaint cannot be sufficient unless it precisely alleges and describes unjustified acts, which constitute a prima facie showing of a violation of a specified provision or provisions of this code.

C. Specific Complaint Against a City Employee Official. In the event the individual against whom the complaint has been filed is a city employee, the city shall follow the appropriate discipline, through the employee's supervisor and/or department head, procedures as outlined in the appropriate bargaining agreement, employee handbook, civil service rules, and/or standard operating procedures. Employees also have the right to appeal through the court system as regulated by state and federal law.

D. Board Unavailability – Hearing Examiner Authority. In the event the ethics board is unable to perform any function designated under this section due to lack of a quorum or other reason, such function shall instead be performed by the hearing examiner who shall be governed by the board's procedures. (Ord. 019/2013 § 1 (Exh. A); Ord. 003/2010 § 1 (Exh. A). Formerly 2.52.080)

2.52.050 Miscellaneous provisions.



The board of ethics shall also render written opinions concerning the applicability of the code of ethics to hypothetical circumstances or situations upon the request of the mayor or any council member. Requests for opinions from the public must be approved by either the mayor or a majority vote of council.

The city shall release copies of any written report resulting from a review of a complaint and any written censures or reprimands issued by the city council in response to public records requests as consistent with Chapter [42.56](#) RCW and any other applicable public disclosure laws.

The mayor shall provide staff, as he or she deems appropriate, to assist the board of ethics.

Board members shall be reimbursed by the city for reasonable expenses incurred in their exercise of the official business of the board, consistent with the expense reimbursement policies of the city.

The city clerk shall cause a copy of this code of ethics to be distributed to every public officer of the city within thirty days after enactment of the ordinance codified in this chapter. The ordinance codified in this chapter will also be made available on the city's web page and hard copies will be made available upon request. (Ord. 019/2013 § 1 (Exh. A); Ord. 003/2010 § 1 (Exh. A). Formerly 2.52.090)

2.52.060 Appeal – Penalties for violation.

Appeal of a decision of the board of ethics that the code of ethics has been violated, or a decision of the city council as to an admonition, reprimand, censure, or removal, may be filed with the Snohomish County superior court, Washington State. Any person who files with the ethics board a false charge of misconduct on the part of any public official or public employee when the person knows it is false shall be guilty of a misdemeanor. In addition to criminal penalties, violators shall pay a civil penalty of five hundred dollars, or three times the economic value of anything received in violation of this chapter, whichever is greater. Any monetary penalty assessed civilly shall be placed in the city's general fund. (Ord. 019/2013 § 1 (Exh. A); Ord. 003/2010 § 1 (Exh. A). Formerly 2.52.100)

Philips Publishing Group

2 February 2018

PROPOSAL TO PUBLISH MONROE VISITOR GUIDE

Elizabeth Adkisson
City Clerk
City of Monroe
806 W. Main St.
Monroe, WA 98272

Good afternoon Elizabeth,

Thank you for the opportunity to submit a bid to publish a Visitor Guide specifically for the city of Monroe.

Statement of Qualifications

Philips Publishing Group is a second-generation, family run publishing company started in 1974 by Richard H. Philips, and now run by my brother Chris, our wives and me.

Our offices are in Seattle's Fishermen's Terminal neighborhood. We grew up in Lake Forest Park and Chris and his family still live there.

We got our start with maritime and fishing magazines before being hired in 1999 to develop and publish the monthly *Foghorn Magazine* for the Passenger Vessel Association. We still enjoy that relationship almost twenty years later.

Today, Philips Publishing Group publishes seventeen custom city magazines and visitor guides for Puget Sound area clients. Twelve of our magazines are quarterly publications for Puget Sound communities that are similar in size to the City of Monroe. We also publish local visitor guides for the Stanwood/Camano Chambers of Commerce, Clipper Navigation and Black Ball Ferry Lines.

Among our clients are Sedro-Woolley, Snohomish, Lynnwood, Mill Creek and Stanwood. Monroe is a natural complement to these other North Sound communities, such that we can use our existing sales and administrative staff to serve Monroe efficiently and effectively.

Given the size, cultural and economic makeup of Monroe, I believe your city to be a good candidate for a successful Visitor Guide, and I am enthusiastic about the potential of the project.

Relevant Experience of Project Personnel

President, Peter Philips. I have been at Philips Publishing Group since 1985. I have experience in every facet of magazine production, including ad sales, editorial generation, production—and even a little design work early in my career. I have sat on travel and visitor boards, economic development boards, and have a long history of civic engagement. I will be the primary point of contact.

Philips Publishing Group * 5247 24th Ave. West, WA, Seattle, 98199
P: 206-284-8285 * F: 206-284-0391

Monroe Visitor Guide Magazine Proposal
Philips Publishing Group

Advertising Sales Director, Julie Applegate. As advertising director, Julie oversees a team of four territory sales representatives, and herself serves our north sound clients. Julie has more than 30 years in print advertising sales, and has successfully introduced our magazines in Standwood, Sedro-Woolley, Lynnwood, Snohomish and Mill Creek.

Design Team. We have two staff designers with a combined 40+ years of publication print design and a team of three freelancer with another 70 years between them. Our team approach means that we have the resources to dedicate to layout and design of the *Monroe Visitor Guide* as well as the ad builds that are often required. The team approach allows us the flexibility to accommodate advertiser needs, and scheduling changes that might occur.

CFO, Crystal Analiz. Crystal has more than twenty years of experience with book keeping, financial accounting and administration as it relates to publishing. With Philips for almost ten years, Crystal will be responsible for all administrative duties related to the publication of the magazine.

Summary of Proposed Approach

Below are some initial thoughts on how the *Monroe Visitor Guide* might serve the City and the community, and about how a relationship might look between Philips Publishing and the City.

Monroe Visitor Guide will be a four-color glossy, elegantly produced publication that will present a professional image of the City and effectively promote tourism activities to residents, regional visitors and tourists.

Monroe Visitor Guide will provide residents and visitors a unique 'roadmap' to help them make the most of their visit. We can share recommendations for activities and excursions, restaurants, specific events that shouldn't be missed... everything a visitor might need to know to make his/her visit to Monroe satisfying to the visitor, and profitable to your local businesses.

Given the influx of new residents not familiar with local businesses, the *Monroe Visitor Guide* will help introduce these new residents to attractions and amenities they may not know you have!

By selling advertising in the magazine, we can help offset the costs of production and distribution, and ultimately make the publication self-sustaining.

Administrative Overview and Project Scope

Philips Publishing Group will be responsible for all aspects of the magazine, including, but not necessarily limited to; layout and design, advertising sales, editorial generation, printing and production, delivery to the City of Monroe, and all administrative duties associated with paying vendors, invoicing customers and collections.

We will design and lay out the magazine, and manage the printing and delivery.

We will engage a salesperson tasked with selling advertising space in the magazine and we will provide sales management support.

Monroe Visitor Guide Magazine Proposal
Philips Publishing Group

We will invoice and collect all revenue generated from ad sales. We will administer the accounting in QuickBooks according to standard accounting principles, and we will provide regular monthly financial reports to the City.

We will coordinate and/or develop editorial generation with the The City of Monroe and the city will have complete control over the editorial components of the magazine.

Revenue Distribution

Revenue will be generated by Philips Publishing Group through the sale of advertising in the magazine.

Advertising rates will be set by Philips in consultation with The City.

Philips will administer the payment of all expenses associated with the magazine and deliver each issue to the post office and to your offices.

Costs identified above will be paid out as follows:

- Applicable state and federal taxes and fees, including any sales taxes that might be due.
- A one-time template design fee of \$1,500
- 25% of net revenue as advertising commission to sales staff and support.
- Layout and Design \$5,000 for up to 32 pages per issue, then \$155 per page for additional pages.
- Administrative management costs of \$3,000 per issue.
- Actual costs associated with the use of outside vendors: Printer, Mailer, Editor and Images

Monroe will pay postage directly to the United States Postal Service.

Philips will make available original invoices for outside vendors and sales expenses, and will provide complete accounting of all activity monthly, or at any regular interval as requested by The City.

If desired, Philips will provide The City with vendor contracts for approval prior to incurring vendor costs.

After payment of expenses as described above, the remainder of revenue after taxes and expenses will be distributed equally between The City and Philips.

It is expected that revenues will ultimately be sufficient to cover costs and generate a profit, but initial editions will probably run at a deficit. Monroe is responsible for covering this deficit. The City has the option to not publish for any reason, or delay publication. Should the City elect to not publish or delay publication, the City would be responsible for any costs up to the point at which publication is halted. (Usually equal to the commission owed sale representative on ads sold to date.)

I've attached a draft pro forma to give you an idea of ad rates and revenues that cities of similar size are experiencing.

Monroe Visitor Guide Magazine Proposal
Philips Publishing Group

Our seventeen years of experience producing profitable contract publications for our clients makes me confident that we will provide you with a publication you will be proud to distribute, and one that will cover its own costs of production over the course of the contract—and generate positive revenue for the City of Monroe.

Though this model has been successfully implemented for our other clients, it's important that **Monroe Visitor Guide** reflect the needs of Monroe, and I am happy to discuss changes to what I've proposed here to ensure it works for your particular application.

Thank you again for the opportunity to bid on this project.

I'd be delighted to meet with you and your colleagues in person to discuss my proposal in more detail, and to ensure it meets the City of Monroe's specific needs.

I am excited about the potential for this project and I look forward to hearing from you!

Regards,

A handwritten signature in black ink, appearing to read "Peter", written in a cursive style.

Peter Philips
President

Philips Publishing Group: City Magazine References

*"We enjoy working with Philips Publishing in the production of our **Auburn Magazine**. Their designers and production staff are gracious and accommodating, and they are candid and straightforward in the way they treat their clients—and our residents!"*

Dana Hinman
Public Affairs Manager
City of Auburn
(253) 931-4009
dhinman@auburnwa.gov

*"Philips Publishing Group has proven to be an excellent partner in the publication of our **Normandy Park City Scene Magazine**. The magazine is well received by resident and retailers. It has become an integral and effective element of the city's communications strategy."*

Bob Jean
Interim City Manager
City of Normandy Park
(253) 205-7847
bjeaninUP@gmail.com

"Philips Publishing has been an innovative partner in the development of the new Lynnwood Recreation Guide. Their staff is imaginative, professional and so easy to work with."

Sarah Olson, MPA
Deputy Director
Parks, Recreation & Cultural Arts Department
City of Lynnwood
(425) 670-5503
solson@ci.lynnwood.wa.us

*"Philips Publishing Group has published our **Des Moines City Currents** for three years. They have virtually eliminated our costs to communicate with residents, and provide a high-quality, well regarded magazine that we are proud to have our name on!"*

Tony Piasecki
City Manager
City of Des Moines
(206) 870-6550
TPiasecki@desmoineswa.gov

Monroe Visitor Guide

Pro Forma Financials

7,500 copies, 7,000 mailed

	Issue #1	Issue #2	Issue #3
Pages	32	32	32
Copies Printed	7,500	7,500	7,500
Revenues			
Advertising Sales	\$10,500.00	\$12,000.00	\$15,000.00
Ancillary Revenue			
Total Revenues	\$10,500.00	\$12,000.00	\$15,000.00
Expenses			
Design Template*	1500		
Layout and Design**	\$5,000.00	\$5,000.00	\$5,000.00
Printing	\$3,500.00	\$3,500.00	\$3,500.00
Mailing setup	\$335.00	\$335.00	\$335.00
Postage (est.)***		\$-	
Editorial Costs	\$4,000.00	\$2,000.00	\$2,000.00
Advertising Sales Commission @ 25%	\$2,625.00	\$3,000.00	\$3,750.00
Administration	\$3,000.00	\$3,000.00	\$3,000.00
Flip Book	\$205.00	\$205.00	\$205.00
Total Expenses	\$20,165.00	\$17,040.00	\$17,790.00
Revenue After Expenses	(\$9,665.00)	(\$5,040.00)	(\$2,790.00)

*one-time fee

**Layout and Design \$5,000 up to 32 pages, then \$155 per page

***to be paid directly by the city

Issue #4

32

7,500

\$20,000.00

\$20,000.00

\$5,000.00

\$3,500.00

\$335.00

\$2,000.00

\$5,000.00

\$3,000.00

\$205.00

\$19,040.00

\$960.00

Ad Rates

Page Count	Size/positic Unit	Rate*	Advertisers Total	Ad pages
32	OBC	1 \$1,500.00	1 \$1,500.00	1
	IBC	1 \$1,200.00	1 \$1,200.00	1
	IFC	1 \$1,200.00	1 \$1,200.00	1
	full page	1 \$900.00	3 \$2,700.00	3
	1/2 page	0.5 \$600.00	2 \$1,200.00	1
	1/3 page	0.33 \$400.00	3 \$1,200.00	0.99
	1/6 page	0.165 \$200.00	8 \$1,600.00	1.32
	Total		19 \$10,600.00	9.31
32	OBC	1 \$1,500.00	1 \$1,500.00	1
	IBC	1 \$1,200.00	1 \$1,200.00	1
	IFC	1 \$1,200.00	1 \$1,200.00	1
	full page	1 \$900.00	5 \$4,500.00	5
	1/2 page	0.5 \$600.00	4 \$2,400.00	2
	1/3 page	0.33 \$400.00	6 \$2,400.00	1.98
	1/6 page	0.165 \$200.00	8 \$1,600.00	1.32
	Total		26 \$14,800.00	13.3
32	OBC	1 \$1,500.00	1 \$1,500.00	1
	IBC	1 \$1,200.00	1 \$1,200.00	1
	IFC	1 \$1,200.00	1 \$1,200.00	1
	full page	1 \$900.00	7 \$6,300.00	7
	1/2 page	0.5 \$600.00	7 \$4,200.00	3.5
	1/3 page	0.33 \$400.00	10 \$4,000.00	3.3
	1/6 page	0.165 \$200.00	11 \$2,200.00	1.815
	Total		38 \$20,600.00	18.615

Editorial Pages

22.69

18.7

13.385



MONROE CITY COUNCIL
Finance & Human Resources Committee Meeting
Tuesday, February 13, 2018, 5:30 P.M.

2018 Committee
 Councilmembers
 Jason Gamble
 Kevin Hanford
 Kirk Scarboro

Agenda Bill

SUBJECT:	Sick Leave Policies
-----------------	----------------------------

DATE:	DEPT:	CONTACT:	PRESENTER:	ITEM:
02/13/2018	Human Resources	Ben Warthan	Ben Warthan & Jakeh Roberts	New Business C

Discussion: 12/12/2017; 02/13/2018

- Attachments:**
1. Hours of Work and Leaves
 2. City of Monroe Employee Handbook (Pg. 28-30)
 3. Paid Sick Leave Law PowerPoint Presentation

REQUESTED ACTION: Discussion and direction regarding proposed policies.

DESCRIPTION/BACKGROUND

[Initiative 1433](#) was approved by Washington voters in the fall of 2016. The initiative includes requiring employers to provide paid sick leave to employees. As of January 1, 2018, employers must provide most employees with one hour of sick leave for every forty hours worked. This includes both full time employees and seasonal employees.

Currently the City exceeds the minimum requirement to provide sick leave for full time employees. Full time employees receive eight hours per month of sick leave.

The City historically has not provided sick leave for seasonal employees. The initiative also includes a very broad use for sick leave.

The new law requires employers to allow employees to use sick leave for the care of a child, regardless of age or dependency, parent, spouse or registered domestic partner, grandparent, grandchild, and sibling.

FISCAL IMPACTS

On average the cost for seasonal employees is \$16.63 per hour which includes wages and any required benefits. Seasonal employees typically work five months.

TIME CONSTRAINTS

Implementation by March 2018.

ALTERNATIVES

None.

CITY OF MONROE

POLICY SUBJECT: HOURS OF WORK AND LEAVES

REFERENCE NUMBER: #2018-010

EFFECTIVE DATE: _____

APPROVED:

_____ Mayor _____ City Administrator

Date: _____

RECEIVED:

_____ Police _____ Human Resources
_____ Clerk _____ Public Works
_____ Finance _____ City Attorney
_____ Community Dev.
_____ Parks and Recreation

The statements contained in this policy are guidelines and summaries. They do not bind the City of Monroe. The City reserves the right to change, revoke or make exceptions to city policies at any time and at its sole discretion.

1.0 PURPOSE

The policy defines, describes, and delineates the applicability of the various rules, laws, and collective bargaining agreement(s) that may be applicable to the working hours, attendance expectations, and short or long-term leaves, both paid and unpaid for employees of the City of Monroe.

2.0 EXPLANATION OF KEY TERMS

Absence: Occurs when an employee does not report for work at all or later than the first thirty (30) minutes of the established start time of his/her shift or hours of work, or leaves work at any time for greater than a half an hour on a scheduled workday.

Alternative Work Schedule: Means both flexible work schedules (start and end times may vary) and compressed work schedules (i.e., 4/10, 9/80, other).

Child: A child includes biological, adopted, foster and step children under age 18; a child under 18 who is cared for by, and is financially dependent upon, the employee; and disabled children of any age incapable of self-care due to mental or physical disability. Not included are children over 18 who are not disabled.

Compensation: Direct monetary payments made to an employee for time and effort expended and results achieved by the employee on behalf and for the benefit of the City.

Continuing treatment: Two or more visits to a health care provider, two or more treatments by a health care practitioner under orders or referral of a health care provider; a single visit to a health care provider resulting in continuing treatment under the supervision of a health care provider such as a course of medication or therapy to resolve a medical condition, or continued supervision by a health care provider due to a serious long-term or chronic condition or disability which cannot be cured.

Exempt: An employee who holds an administrative, professional or executive position which is defined as exempt under the Fair Labor Standards Act (FLSA).

Fair Labor Standards Act (FLSA): A Federal law, administered by the U.S. Department of Labor's Wage and Hour Division, defining provisions and standards concerning minimum wages, equal pay, overtime, exemptions, record keeping and child labor.

Family and Medical Leave (Family and Medical Leave Act, "FMLA"): Unpaid leave provided for (1) the care of the employee's child (upon its birth, or placement for adoption or foster care), (2) the care of an immediate family member (limited to spouse, parent, child under 18, or disabled child, any age) who has a serious health condition, and (3) the serious health condition of the employee. Part or all of the Family and Medical Leave may be paid by using vacation, sick, comp time and/or disability benefits. If an employee qualifies for FMLA leave, their leave may be designated as FMLA leave by the City even if such designation is not specifically requested by the employee

Family and Medical Leave Certification Form: A certification form requiring a physician or practitioner to document/explain an employee's request for family and/or medical leave.

Full Time: An employee who is expected to work at least 40 hours per week on an ongoing and sustained basis.

Health Care Provider: Includes a licensed doctor of medicine or osteopathy, podiatrists, dentists, clinical psychologists, optometrists, nurse practitioners, nurse midwives, certain chiropractors and clinical social workers licensed under state law, certain Christian Science practitioners, and certain health care providers who practice in a country other than the United States.

Holiday Pay: Payment for (8) eight hours at the employee's regular rate on a City observed or designated holiday.

Non-Exempt: An employee who is not employed in an exempt administrative, professional or executive position as defined by the Fair Labor Standards Act (FLSA) or union contract.

Occurrence: Any absence from work beginning with the first thirty (30) minutes of absence to the last thirty (30) minutes of absence during working hours including overtime hours. Each absence will count as one occurrence. An absence taken in consecutive workdays will be recorded by the employee's Supervisor as one occurrence. For example, if an employee is absent Monday, Tuesday and Wednesday, the employee's Supervisor records one occurrence. If an employee is absent on a Monday and works Tuesday and is absent again on Wednesday, the employee's Supervisor records two occurrences.

On-Call: Time outside of a normal workday when an employee must be available to respond to a need for City services.

Overtime: Any hours worked that exceed the employee's scheduled work cycle, computed to the nearest 15 minutes.

Paid Leave: Leave provided for illness or the treatment of illness as defined in RCW 49.46, community disaster relief, death in the family, military service, jury duty, witness service and, industrial injury/illness waiting period.

Parents: As defined in RCW 49.46.

Part-Time: An employee who is expected to work less than 40 hours per week on an ongoing and sustained basis.

Pay: Pay includes the employee's regular compensation for work performed. Pay does not include overtime or other forms of non-regular compensation.

Payroll Adjustment Form: A document that can be used by employees to request vacation or comp time. The employee's Supervisor approves the employee request for time off and use of vacation or comp time on this form. This form can be required at the Supervisor's discretion.

Personal Leave: An unpaid leave other than Family and Medical Leave.

Scheduled Work Days: Any/all days that an employee is expected to be present at work.

Serious Health Condition: A serious health condition is an illness, injury, impairment or physical or mental condition that involves either inpatient care or incapacity for more than three days, which also involves continuing treatment by or under the supervision of a health care provider for a chronic or long-term health condition which, if left untreated, likely would result in a period of incapacity of more than three days, or for prenatal care.

Examples include, but are not limited to, diabetes, epilepsy, heart attacks, heart surgery, cancers, back conditions requiring extensive therapy or surgery, strokes, severe respiratory conditions, including asthma, spinal injuries, appendicitis, pneumonia, emphysema, severe arthritis, nervous disorders, ongoing pregnancy and related complications of pregnancy, childbirth and recovery from childbirth, conditions requiring multiple treatments, such as chemotherapy or kidney dialysis, and treatment for substance abuse if treatment at an in-patient facility is required.

Voluntary or cosmetic treatments that are not medically necessary are not considered serious health conditions unless inpatient hospital care is required.

Spouse: A wife or husband as defined or recognized under State law for purposes of marriage in the State where the employee resides, including common law marriage in States where it is recognized. Not included are domestic partners.

Supervisor: City Administrator, Department Director, Manager, Supervisor, as may be applicable.

Tardy: Reporting to an assigned workstation 1 to 30 minutes after the designated shift start time, and lunches or breaks, without prior approval.

Unscheduled Absence: An absence from work on a scheduled workday, of more than thirty (30) minutes, not approved, in advance.

3.0 ATTENDANCE, TARDINESS, AND ABSENCE

It is an employee's responsibility to attend and perform work as scheduled or required. Furthermore, an employee is required to obtain prior approval from their Supervisor for any deviation from the scheduled work hours.

3.1 Attendance

A non-exempt employee is expected to be present for work during the established work hours unless their absence or alternate work schedule is authorized by their Supervisor. It is the responsibility of the employee to personally contact their Supervisor prior to the start of the employee's shift if they will be absent or tardy. Only if the employee is unable to contact the city due to the occurrence of an uncontrollable event, a responsible party should be given the responsibility to contact the city to report the absence. Employees who fail to contact their Supervisor prior to the start of their shift (if they will be absent or tardy) may be subject to disciplinary action up to and including termination.

3.2 Meal and Break Periods

Employees should coordinate meal and break periods so as not to unreasonably interfere with the flow of work and if applicable in a manner consistent with collective bargaining agreements.

3.2 Tardiness

Employees are expected to be at their assigned workstations at the beginning of their shift and at the end of lunch or breaks. Tardiness may lead to disciplinary action, up to and including termination of employment.

Deductions in pay shall be made for tardiness in increments of fifteen (15) minutes with the major portion of each fifteen (15) minute increment being deducted as fifteen (15) minutes.

3.3 Unscheduled Absence

Regular attendance is expected of Employees. Unscheduled absences not otherwise protected under applicable regulations may lead to disciplinary action, up to and including termination of employment.

Unscheduled absences may not be subject to disciplinary action if the absence occurs in the form of:

- Family and Medical Leave Act (FMLA)
- Short or long term disability
- Personal, sick, or administrative leave
- Absence due to an industrial accident
- Business interruption, as determined by the City

3.4 Abandonment of Employment

Employees who do not contact the city for three (3) consecutive days of absence shall be considered to have abandoned their employment from the city, unless such notification was impossible due to uncontrollable events (e.g., unconsciousness, natural disaster, etc.).

4.0 OVERTIME, COMPENSATORY TIME, STANDBY, AND HOLIDAYS

4.1 Overtime

The City specifically reserves the right to require any employee to work overtime when required by business necessity. The City will make every effort to provide employees with a reasonable amount of notice. Employees who fail or refuse to comply with such requests may be subject to disciplinary action.

4.2 Compensatory Time

4.2.1 Exempt Employees

It is recognized as inherent in any exempt position in city government for an employee to spend more than forty hours per week due to evening meetings, presentations and related activities as necessary to fulfill their primary job responsibilities. However, it is further recognized that it may be necessary for exempt employees to expend an excessive number of hours during certain periods as necessary to meet project deadlines, complete special assignments and other time intensive endeavors.

The following guidelines apply to compensatory time for exempt employees:

- Supervisors are authorized to grant compensating time off to their assigned exempt employees for excessive hours worked. This provision shall neither be interpreted nor applied as requiring one hour of compensating time off for each hour of time worked beyond the normal expectation of the employee.
- Compensating time-off granted under this procedure shall be scheduled with the Supervisor and may be taken within a reasonable period after the request for compensating time off has been made, providing that there is not an undue disruption of the City's business needs.
- The benefits provided by this policy are not an entitlement and shall not be payable upon retirement or termination of employment.

4.2.2 Non-Represented Non-Exempt Employees

Employees may elect to earn compensatory time when working overtime hours or standby duty.

4.2.3 Represented Employees

See applicable collective bargaining agreement

4.3 Standby

4.3.1 Non-Represented Non-Exempt Employee Standby Duty

Non-represented non-exempt employees in designated positions, as determined by the City, may be required to perform standby for duty. Employees placed on standby status will be provided with a City issued communication device as may be necessary to perform standby duties.

4.3.1.1 Standby Duty Response Time

While on standby status, employees must be able to respond to a need for service within 15 minutes, and be at the worksite within 30 minutes, unless prior approval is obtained from the employee's Supervisor. Standby duty may include weeknights, weekends, and any other non-regular work hours. Standby hours will begin when an employee leaves work, and end when the employee returns to work.

4.3.1.2 Standby Duty Call Back

Employees called back to work outside their regular working hours will be paid for actual time worked or the equivalent of two hours worked, whichever is greater. The pay rate will be at overtime rate, subject to the definition of overtime.

4.3.2 Represented Employee Standby Duty

See applicable collective bargaining agreement.

4.4 Holidays

4.4.1 Exempt, Non-Represented Non-Exempt Employee Holiday Compensation

No premium is paid to exempt or non-represented non-exempt employees who perform work during a holiday

4.4.2 Represented Employee Holiday Compensation

See applicable collective bargaining agreement.

5.0 ALTERNATIVE WORK CYCLES AND WORK SCHEDULES

Services within each department of the City vary widely, and not all employees in each department will be able to work similar work cycles or participate in an alternative work schedule. If an alternate work cycle is desired, the process by which a request, assessment, and determination is completed is as follows:

Employee:

- Provide a written request via an *alternative work schedule application form* to the Supervisor to request an alternative work cycle, or work schedule.

Supervisor:

- Review the work cycles and work schedules within their department.
- Review the needs of the department in relation to the proposed alternative work schedule or cycle request and consider:
 - Ensure employee coverage of City business needs during business hours
 - Review potential cost or benefit to the City
 - Ensure compliance with collective bargaining agreement(s) if applicable
 - Consider other relevant aspects warranting consideration
- Grant or deny the request after completion of the assessment

Varying a work cycle or work schedule is a privilege, not a right, and it can be taken away at the discretion of the Supervisor.

6.0 LEAVE TYPES

6.1 Sick Leave

6.1.1 Approved Uses

Approved uses of employee sick leave include absence resulting from an employee's mental or physical illness, injury, or health condition; to accommodate the employee's need for medical diagnosis, care, or treatment of a mental or physical illness, injury, or health condition; or an employee's need for preventive medical care; or to allow the employee to provide care for a family member with a mental or physical illness, injury, or health condition; or to provide care of a family member who needs medical diagnosis, care, or treatment of a mental or physical illness, injury, or health condition; or care for a family member who needs preventive medical care; and when the employee's place of business has been closed by order of a public official for any health-related reason, or when an employee's child's school or place of care has been closed for such a reason; or for absences that qualify for leave under the domestic violence leave act, chapter 49.76 RCW.

Sick leave may be used until the employees leave bank is exhausted. Usage of sick leave requires employees to notify their supervisor in a manner consistent with this policy and RCW 49.46.

6.1.2 Accumulation of Sick Leave and Balances

Sick leave will be accumulated as shown in the table below and in a manner not less than is specified in RCW 49.46:

Employment Type	Accrual Rate	Eligibility
Full-Time	Eight hours per each calendar month of completed service	Upon accumulation of leave
Part-Time	Pro-rated based on actual hours worked. For example: Four hours per each calendar month of completed service	Upon accumulation of leave
Seasonal	One hour per forty hours of completed service	Upon accumulation of leave
Temporary	One hour per forty hours of completed service	Upon accumulation of leave

End of calendar year sick leave carry over balances shall not be less than as specified in RCW 49.46. Non-exempt employees shall utilize sick leave on an hourly basis, exempt employees shall use it in a manner consistent with the City’s approved exempt employee timekeeping practices.

6.2 Bereavement Leave (Death in Family Leave)

Employees are eligible for bereavement leave when the death of a family member (as listed here), or as defined in RCW 46.49 occurs.

- Spouse
- Parent, spouses parent, or step parent
- Grandparent or grandparent of spouse
- Sibling, ½ siblings, step siblings, and spouses siblings Children, step children
- Grandchildren, step grandchildren
- Aunt, uncle, or spouses aunt or uncle
- Niece or nephew
- One who was a member of the employees household at the time of death

Bereavement leave requests must be approved by a supervisor, and may last up to three working days with the option of extension for up to six working days per occurrence on a case by case basis. Extensions beyond three working days shall be deducted from the accumulated employee leave bank.

6.3 Witness Service Leave

Employees are eligible for witness service leave when the subpoena of an employee by a governmental agency to appear in court as a witness during a criminal trial, or when mandated participation in a City related litigation occurs.

Employees summoned as witnesses for cases involving civil matters (other than City related litigation) and/or employees absent from work due to personal litigation (e.g. where the employee is a party) are not eligible for paid witness service.

Upon supervisory approval, employees may use up to three paid working days per calendar year of witness service leave.

6.4 Industrial Illness Leave

Industrial illness leave is intended to provide for continuance of compensation prior to the start of workers compensation time loss benefits after an occurrence of industrial illness.

Employees may use up to three paid working days per year of industrial illness leave. Hours used for Industrial Illness leave will be deducted from accumulated employee leave bank. Usage of this leave will require the employee to complete and receive supervisory approval of an on the job injury report.

6.5 Community Service Disaster Relief (CSDR) Leave

To provide assistance to a recognized disaster relief agency in need of assistance, employees may request CSDR leave.

CSDR leave may be used by employees for up to three paid working days per calendar year upon supervisory approval. Hours taken for CSDR will be deducted from accumulated employee leave bank.

6.6 Military Service Leave

6.6.1 Active Duty Military Service Leave for Employees

Employees called to active duty military service shall supply the City with documentation detailing their service requirements to remain in good standing. Employees on active duty do not receive compensation, accumulate leave(s), or earn holiday time-off. However, the time in active duty counts toward an employee's length of service for purposes of determining the rate at which employees earn vacation after returning. Similarly, for purposes of determining benefits and pay when employees return from leave, time spent on military leave counts as service with the city. On an employee's return from active duty, the city and the employee will make-up any missed retirement plan contributions.

During active duty the City will subsidize an employee's health care benefits for up to 30 days from the start of active duty. Employees absent on military leave for 31 days or longer are eligible for family health benefit coverage from the military. Employees may seek to arrange health care coverage under the City's health care for up to 18 months at the employees sole cost.

The re-employment of employees returning from Active Duty Military Leave is governed by the Uniformed Services Employment and Re-employment Rights Act ("USERRA") of 1994 and Washington law. Under the Act, to be eligible for re-employment, the employee must:

- Have left an other than temporary position at the City of Monroe;
- Be honorably discharged;

- Remain on active duty less than five years, (unless extended involuntarily and at the convenience of the federal government) and if hospitalized while on active duty, the hospitalization continued for less than a year following active duty;
- Request reinstatement to their former position within 90 days of release from active duty or discharge from a hospital.

Upon meeting the above requirements, a veteran must be returned to their former position or a position of equal seniority, pay and status. Re-employment rights do not apply however, if it is impossible or unreasonable for the City to rehire the employee (for example, if the employee would have been laid off in a workforce reduction.)

6.6.2 Active Duty Military Service Leave for Family Members

6.6.2.1 Active Duty Qualifying Exigency Leave

An employee may take up to twelve weeks of unpaid FMLA leave for any qualifying exigency as defined by Section Seven of the National Defense Authorization Act of 2008 related to a spouse, son, daughter or parent's active duty or notification of an impending call or order to active duty in the Armed Forces in support of a contingency operation.

6.6.2.2 Active Duty Caregiving Leave

Acting as Caregiver an employee who is the spouse, son, daughter, parent or next of kin of a covered service member is entitled to a total of twenty six workweeks of leave during a single twelve month period to care for the service member, as described in detail in the 2008 amendments to the FMLA. The City may require certification from a health care provider to support the request for leave.

6.6.3 Active Reserve Military Duty Leave

Employees called to active reserve duty military service are allowed twenty one paid working days per year for duty, or required training as per RCW 38.40.060. Employees called to active reserve duty may be required to produce documentation detailing their service requirements and need to request supervisory approval prior to taking leave.

6.6.4 Examination for Entrance - United States Military Forces Leave

Employees seeking to enter the military are allowed four paid leave hours per occurrence not to exceed forty hours in a twelve month period, and as scheduled and approved by a supervisor, to take entrance examinations. Leave used for examinations will deducted from the accumulated employee leave bank.

6.7 Family Medical Leave Act (FMLA)

To qualify for FMLA an employee requesting such Leave must have at least one year of service with the City of Monroe and worked a minimum of 1,250 hours during the twelve month period immediately preceding the leave.

Employees are advised when practicable to request FMLA leave at least 30 days in advance of the anticipated beginning date of the leave.

To certify the need for FMLA, the employee must obtain a Certification of Health Care Provider form and return to the Human Resources Director. In the event the employee fails to furnish such medical certification within fifteen days of the request, the employee's request for FMLA may be denied. Failure to do so may result in the denial of the employee's continuation of leave. The city may request medical recertification during the FMLA, but no sooner than every thirty days.

6.7.1 Provisions of FMLA

- The employee's serious health condition that prevents the employee from performing the functions of the employee's job.
- The birth and care of a newborn child, or placement of a child with an employee for adoption, or state sponsored foster care within twelve months after the birth or placement.
- Caring for (including providing psychological comfort to) the employee's child, spouse, parent, grandparent or parent-in law with a serious health condition. The employee may utilize their accrued sick, vacation and comp time to remain in paid status until exhausted, however, any such time will run concurrently with their twelve-week FMLA entitlement.

6.7.2 Designations of FMLA

- Employees may request FMLA leave, or alternatively, an absence due to reasons stated above may be designated as FMLA leave by the city if not requested by employee.
- Workers' compensation leave runs concurrent with FMLA leave.
- Medical certification completed by the employee may be required by the City.

6.7.3 Timeframe of FMLA

Employees are entitled to twelve workweeks of FMLA in a twelve month period. The twelve month period is a rolling twelve month period measured backward from the date an employee uses any FMLA. For example, if an employee has taken eight weeks of leave during the past twelve months, an additional four weeks of leave could be taken.

6.7.4 Pregnancy, Birth of a Child, and FMLA

For employees' seeking FMLA for pregnancy and childbirth, FMLA extends to twelve work weeks following disability leave for the pregnancy and childbirth. For example, a female employee who is out eight weeks for disability due to pregnancy, childbirth and recovery from childbirth would then be entitled to an additional twelve weeks of Family and Medical Leave. The employee must use her accrued vacation, sick leave and/or comp time until exhausted, with the remainder of her twelve weeks of FMLA unpaid.

For birth or placement of a child, the FMLA must be completed within twelve months of the birth or placement, however, employee's may take FMLA for birth or placement of a child continuously (twelve consecutive weeks), or on a reduced or intermittent leave schedule (e.g., take one or two days a week) with prior approval from both the supervisor and Human Resources Director.

When a husband and wife both work for the City, they are entitled to a combined total of twelve work weeks during a twelve-month period for the birth of a child, placement of a child with an employee for adoption or foster care, or for the care of a sick parent.

6.7.5 Reduced Schedule and Intermittent FMLA

When FMLA is requested for the employee's own illness or the illness of the employee's spouse, child, parent, grandparent or parent-in-law, the employee will be permitted to take FMLA on a reduced or intermittent schedule if medically necessary. It is expected that the employee will make a reasonable effort to schedule medical treatment for minimum disruption to the City.

The City may temporarily transfer the employee to an available alternative position with equivalent pay and benefits if the employee is qualified for the position and the alternative position better accommodates foreseeable planned medical treatments than the employee's regular job.

6.7.6 Compensation while on FMLA

Employees must use their accrued vacation, sick leave and/or comp time to remain in paid status. When those hours have been exhausted, the remaining FMLA is unpaid. Any use of paid vacation, sick or comp time will run concurrently with the employee's twelve-week FMLA entitlement.

- Basic Life Insurance
- The City will continue to pay the premium for medical, dental, and vision insurance coverage during the eligibility period (up to twelve weeks), on the same conditions as coverage would have been provided if the employee had been continuously employed during the entire leave period.
- Employees will continue to earn vesting and service credit for retirement plan purposes.
- Employees on paid and unpaid leave continue to accrue service towards Service Awards.
- Employees on paid leave continue to accrue vacation and sick leave. Vacation and sick leave does not accrue during unpaid FMLA. Employees on paid or unpaid leave accrue service credit for determining the level of vacation and sick leave accrual upon return from the leave.
- Employees who begin an unpaid leave before a holiday are not eligible for pay on the holiday(s) occurring during the leave.

6.7.7 Return to Work from FMLA

Upon return from FMLA leave, the city will place the employee in the same position held when the leave commenced, or in a similar position with equivalent pay, perquisites, status, benefits, duties, responsibilities, authority, privileges, terms and conditions of employment.

Exceptions are:

- If the employee extends Family and Medical Leave with Personal Leave.
- If the employee would have been laid off, or his or her position eliminated, during the period of leave, the employee may be laid off the first working day after the expiration of the leave.
- If the employee fails to return on the established ending date of the leave, the employee may be terminated to the extent permitted by federal and state law.
- If the employee fails to provide a fitness for duty certificate to return to work.
- An employee has no greater right to other benefits than if the employee had been continuously employed during the leave period.

6.7.8 Physicians Statement of Fitness to Return to Work

Upon return of an employee from an FMLA leave taken for their own serious illness, the employee must provide Human Resources with a statement from the treating physician confirming the employee's fitness to return to work.

6.8 Unpaid Personal Leave

Personal Leave may be requested for such reasons as to extend vacation, provide for continuing education, or provide for additional unpaid leave following FMLA. An employee not meeting the eligibility requirements for FMLA may request a personal leave. Personal unpaid Leave may be taken only after all accrued vacation and comp time hours have been exhausted.

Personal Leave must be approved by the City Administrator and shall not exceed three months unless there is an exigent necessity to do so.

Upon return from personal leave, the City will make reasonable efforts to place the employee in their previously held position or a substantively equivalent position; however, the city cannot guarantee a position upon return from a personal leave. As well, the city cannot

guarantee a position upon return from a personal leave that follows a Family and Medical Leave.

6.9 Shared Leave

The purpose of shared leave is to permit City employees, at no additional employee cost to the City other than the administrative costs of administering the program, to come to the aid of a fellow City employee or a family member (as defined in this policy) of the employee who is suffering from an illness has caused or is likely to cause the employee to take leave without pay or to terminate his or her employment.

6.9.1 Shared Leave Eligibility and Request

Employee's seeking shared leave must provide appropriate medical justification and documentation both of the necessity for the leave and the time which the employee can reasonably be expected to be absent due to the condition to the Human Resources Director in a manner compliant with the Health Insurance Portability and Accountability Act (HIPPA).

Employees are eligible for shared leave if:

- The employee or immediate family member as defined above, suffers from an illness, injury, impairment, or physical or mental condition which is of an extraordinary or severe nature and which has caused, or is likely to cause, the employee to go on leave without pay status or to terminate his or her employment with the City.
- The employee has depleted or will shortly deplete their total of accrued vacation, sick leave, compensatory time, holiday time and/or other paid leave.
- Prior to the use of shared leave, the employee has abided by the City's sick leave policy.
- The use of shared leave will not significantly increase the City's costs, except for those costs incurred in the administration of this program or which would otherwise be incurred by the employee's department.
- The recipient must not have offered anything of value in exchange for the donation and the donor must not have solicited nor accepted anything of value in exchange for the donation.

6.9.2 Shared Leave Review and Tracking

6.9.2.1 Review

Upon acceptance of the shared leave request from an eligible employee the Human Resources Director will work with the affected department director to determine if any significant increase in costs will result from approval of the request, and to determine the amount of shared leave, if any, an employee may receive. If the department director elects to approve the request, then the request will be posted, requesting donations of paid leave time to assist another employee.

6.9.2.2 Tracking

An employee shall not receive more than a total of 1040 hours of shared leave throughout the employee's time of employment with the City. To the extent possible, shared leave should be used on a consecutive basis.

The finance department will ensure that records of all leave time transferred shall be maintained in the event that unused time is returned at a later date. The finance department will return any unused leave to the employee or employees who donated the leave, or place into a "pool", at the donating employee's request and approval.

6.9.2.3 Donating Shared Leave

An employee desiring to donate shared leave may do so within the following provisions and/or exclusions:

- The employee has a total of greater than eighty hours of accrued sick leave after donation.
- The donation is approved by the employees supervisor in a manner consistent with this policy
- The employee donating leave may not give it to their supervisor (as supervisor is defined in this policy).

Transferring sick leave Sick leave shall be completed on an hour for hour basis without any salary conversion. Accrued compensatory time shall be transferred on a dollar for dollar basis. The value of the compensatory time converted to sick leave shall be determined at the current hourly wage of the transferring employee and the leave available to the receiving employee shall be calculated at the receiving employee's wage.

For example, if the donor's salary is \$10.00 per hour and the recipient's salary is \$20.00 per hour, a donor must transfer twice the amount of hours to achieve full conversion.

6.9.3 Shared Leave Compensation and Cancellation

While an employee is on shared leave, he or she will continue to be classified as a City employee and shall receive the same treatment, in respect to salary and benefits (including the accrual of sick and vacation hours), as the employee would otherwise receive if using sick leave.

All salary benefit payments made to an employee on a shared leave shall be made by the department employing the person using the shared leave, and shall be subject to withholding and any other deductions required by law for payment of wages.

The employee's salary rate shall not change as a result of being on shared leave unless the employee is absent due to illness or injury for which he or she is receiving payment from a state industrial insurance, LEOFF, or other state mandated plan. In these cases, the City may pay the difference between the employee's regular wages and the amount received from the state.

The City, at its sole discretion, may cancel any request or donation of shared leave, new or ongoing, and this program in its entirety. Participation in the program shall be predicated upon a receipt from each affected bargaining unit of a written waiver by the appropriate Union bargaining representative indicating that the Union understands that the program shall not establish a past practice by the City or otherwise obligate the City to continue the program.

7.0 HOLIDAYS FOR REASONS OF FAITH OR CONSCIENCE

Employees are entitled to two unpaid holidays per calendar year for a reason of faith or conscience or an organized activity conducted under the auspices of a religious denomination, church, or religious organization.

An employee desiring to use these Holidays will:

- Notify their supervisor in a manner consistent with applicable requirements of days on which they desire to take the two unpaid holidays.
- Notify their supervisor if there is a preference to take the two unpaid holidays on specific days.

The supervisor of the employee will:

- Allow the employee to take the unpaid holidays on the days he or she has selected unless the absence would unduly disrupt operations, impose an undue hardship, or if the employee is necessary to maintain public safety.
- The term “undue hardship” has the meaning contained in the rule established by the Office of Financial Management. The Holidays must be used in the same calendar year and don’t carry over to the next.

7.1 Voting Time Off

Employees are allowed up to two hours of paid time off when the polls are open to vote. Time off will be deducted from the employees accumulated leave bank.

8.0 FLSA EXEMPT EMPLOYEE SALARY DEDUCTION

Employees who are exempt from the payment of Fair Labor Standards Act overtime are paid a salary. An employee’s salary may only be reduced in the event that the employee violates safety rules of major significance and for certain violations of workplace conduct rules. In addition, FLSA exempt employees may be suspended in full-day increments for unpaid disciplinary suspensions that are imposed in good faith for violations of workplace conduct rules. Washington statute also prohibits deductions from an employee’s paycheck without his or her express written consent.

Deductions may not be made for absences of less than one day (only applicable to discipline), nor may other deductions from an exempt employee’s salary be made without the express written consent of the employee. Serious misconduct problems may include, but is not limited to, violations of workplace rules such as sexual harassment, violence, drug or alcohol violations, or violations of state or federal laws. The term does not include performance or attendance issues.

Any employee who believes that an improper deduction has been made from their paycheck may appeal in writing to the Human Resources Director within thirty days of the date of the deduction. This appeal is separate from any other remedy which the employee may have. An investigation will be completed as appropriate, and a finding shall be produced.

Written appeals to the finding shall be directed to the City Administrator for review and final determination. The determination of the City Administrator shall be final. In the event that it is determined that an improper deduction has been made, the employee shall be reimbursed in the employee’s next regular paycheck.

Sick Leave

Accrual: Full-time, part-time, temporary, and seasonal employees shall accrue and be eligible to use sick leave as per the table below: leave at the rate of eight (8) hours for each completed calendar month of service (i.e., must work a minimum of 80 hours to be considered a completed calendar month).

<u>Employment Type</u>	<u>Accrual Rate</u>	<u>Eligibility</u>
<u>Full-Time</u>	<u>Eight (8) hours per each calendar month of completed service</u>	<u>Upon accumulation of leave</u>
<u>Part-Time</u>	<u>Pro-rated based upon actual hours worked. For example: Four hours per each calendar month of completed service</u>	<u>Upon accumulation of leave</u>
<u>Seasonal</u>	<u>One (1) hour per forty hours of completed service</u>	<u>Upon accumulation of leave</u>
<u>Temporary</u>	<u>One (1) hour per forty hours of completed service</u>	<u>Upon accumulation of leave</u>

Employees may not take sick leave prior to earning sick leave. ~~(negative balances are not permitted).~~ If sick leave is not available, the employee must take any time off as unpaid, or use ~~his or her~~ any accumulated vacation or comp time (if available) other forms of paid leave as an alternative. Sick leave may accumulate until claimed and used. Un-used sick leave equaling forty (40) hours or or less must be carried over to the following calendar year.

Non-exempt employees utilize sick leave on an hour-for-hour basis and indicate such on their timesheet. ~~Following the adoption of~~ As per WAC 296-128-533 ~~on January 21, 2003~~ and, based upon the principles of public accountability, the City of Monroe may reduce an exempt employee’s pay or leave bank in an amount proportionate to the work missed.

Verification of Illness: After three (3) days of continual ~~days of~~ absence the supervisor may ~~request~~ request a written ~~report from the employee’s doctor verifying the illness or incapacity~~ verification establishing that the usage of sick leave, or other form of paid, or unpaid, leave was for an authorized purpose as defined in RCW 49.46. The request to produce a written verification will be made by supervisor within a short period after the employee returns to work, and may not cause an unreasonable burden or expense to be placed upon the employee.

If the period of absence claimed as sick leave does not exceed three (3) days, no ~~doctor’s certificate~~ verification shall be ~~required requested or required.~~ to accompany the request for approval of sick leave time (union members refer to bargaining contract).

Approved Grounds for use of sick leave shall be:

Revised 1/1/17

- ~~Doctor's or dentist's appointments (supervisors may ask that the employee reschedule doctor appointments, if the request would create hardship to the department);~~
- ~~Personal illness or physical incapacity;~~
- ~~Care of a child of the employee under the age of eighteen (18) with a health condition that requires treatment or supervision;~~
- ~~Care of a spouse, parent, grandparent, or parent in law with a serious health condition or during a health emergency.~~
- Absence resulting from an employee's mental or physical illness, injury, or health condition.
- To accommodate the employee's need for medical diagnosis, care, or treatment of a mental or physical illness, injury, or health condition; or an employee's need for preventive medical care.
- To allow the employee to provide care for a family member with a mental or physical illness, injury, or health condition; or to provide care of a family member who needs medical diagnosis, care, or treatment of a mental or physical illness, injury, or health condition; or care for a family member who needs preventive medical care. For purposes of this handbook, "family member" means any of the following:
 - A child, including a biological, adopted, or foster child, stepchild, or a child to whom the employee stands in loco parentis, is a legal guardian, or is a de facto parent, regardless of age or dependency status
 - A biological, adoptive, de facto, or foster parent, stepparent, or legal guardian of an employee or the employee's spouse or registered domestic partner, or a person who stood in loco parentis when the employee was a minor child
 - A spouse
 - A registered domestic partner
 - A grandparent
 - A grandchild
 - A sibling
- When the employee's place of business has been closed by order of a public official for any health-related reason, or when an employee's child's school or place of care has been closed for such a reason.
- An event or action which qualifies for leave under the domestic violence leave act, chapter 49.76 RCW.
- When bereavement leave has been approved beyond the three (3) days; six (6) additional days may be deducted from the employee's accumulated sick leave bank.
- Forced quarantine of the employee in accordance with State or Community health regulations;
- Any other situation which would qualify the employee for family medical leave under the Family Medical Leave Act (FMLA).

Formatted: Indent: Left: 0.13", Hanging: 0.25", Bulleted + Level: 2 + Aligned at: 0.75" + Indent at: 0.75", Tab stops: Not at 1"

Habitual Absence: An employee who has a record of habitual absence and/or ~~consistent sick~~ unauthorized leave ~~abuse~~ may be subject to corrective action up to and including termination (to the extent that it does not interfere with an employee's rights under the FMLA, RCW 49.46, 49.76 and state and federal disabilities or other applicable laws). The action taken should be based on the nature and extent of the problems and success and failure of any previous attempts to correct the employee's attendance. Corrective action may occur even if there is available leave time that has not been exhausted.

Revised 1/1/17

30

Payment Upon Termination: Represented employees shall, upon termination of employment, receive payment for sick leave in a manner consistent with the applicable collective bargaining agreement. Non-Represented employees hired before 1/1/2013 shall, upon termination, be paid three (3) days pay at their regular rate of pay for each four (4) days of accrued sick leave. Non-Represented employees hired after 1/1/2013, and all part-time, temporary, or seasonal employees shall have not vested payment of sick leave.

Formatted: Font: Not Bold

~~Part time non-represented employees are not eligible for sick leave.~~



Paid Sick Leave Law

Initiative 1433



Paid Sick Leave Requirements

- ▶ 1/1/2018: Employers will be required to provide employees with paid sick leave.
- ▶ For every 40 hours worked the employee accrues 1 hour of paid sick leave
 - ▶ Full Time Employees: The City provide 8 hours of paid sick leave per month.
 - ▶ Temporary or Seasonal Employees: Currently the City provides no sick leave.
- ▶ Employees are eligible to use paid leave after the 90th calendar day after they start employment.
 - ▶ Employers may allow employees to use paid sick leave before 90 days (decision)



Authorized uses of sick leave (Effective 1/1/2018)

- ▶ An employee's own health condition
- ▶ To Care for a family member
 - ▶ **Child (regardless of age or dependency)**
 - ▶ Parent
 - ▶ Spouse or registered domestic partner
 - ▶ **Grandparent**
 - ▶ **Grandchild**
 - ▶ **Sibling**
- ▶ Absences that qualify under the State Domestic Violence Leave act
- ▶ When Employee's workplace or child's school or day care has been closed by a public health official
 - ▶ Does not include weather related closings.



Carryover

- ▶ Employees may carry over 40 hours of unused sick time into next year.
 - ▶ Employers may allow a more generous carryover.
 - ▶ Year must be defined (decision)
 - ▶ Calendar.
 - ▶ Rolling year measured backward similar to FMLA usage.
 - ▶ Full time employees are allowed to carry over more than 40 hours per year.
 - ▶ Temporary or Seasonal employee's carry over needs to be decided.



Next Steps

- “Notify employees” by January 1st (new L&I Posters)
- Update Policies
- Further discussion with union



MONROE CITY COUNCIL
Finance & Human Resources Committee Meeting
Tuesday, February 13, 2018, 5:30 P.M.

2018 Committee
 Councilmembers
 Jason Gamble
 Kevin Hanford
 Kirk Scarboro

Agenda Bill

SUBJECT:	Annual Performance Review Update
-----------------	---

DATE:	DEPT:	CONTACT:	PRESENTER:	ITEM:
02/13/2018	Human Resources	Ben Warthan	Ben Warthan	New Business D

Discussion: 02/13/2018

Attachments: 1. None.

REQUESTED ACTION: None - Information only.

DESCRIPTION/BACKGROUND

Annual performance reviews for Non-represented Employees are complete. The average performance rating for the 27 employees was 3.74. No employees were ranked a 2 or below.

FISCAL IMPACTS

N/A.

TIME CONSTRAINTS

N/A.

ALTERNATIVES

N/A.