



BAKER CITY, OREGON CITY COUNCIL MEETING AGENDA

REGULAR MEETING
SEPTEMBER 9, 2025 - 6:00 PM
CITY HALL COUNCIL CHAMBERS

MAYOR:
Randy Daugherty
COUNCILORS
Roger Coles
Loran Joseph
Helen Loennig
Doni Bruland
Stephen Carr
Gratton Miller
CITY MANAGER
Barry Murphy

Call to Order/Introduction

1. Call to Order	Mayor Daugherty	Procedural
2. Pledge of Allegiance	Mayor Daugherty	Procedural
3. Roll Call	Megan Langan	Procedural
4. Agenda Additions, Deletions, Modifications	Mayor Daugherty	Action Item
5. Public Comment	Mayor Daugherty	Procedural

Old Business

6. Consent Agenda	Mayor Daugherty	Action Item
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New Business

7. Kennel Permit Appeal	Barry Murphy	Action Item
8. City Council Goals Update	Barry Murphy	Discussion
9. Fire Department Vehicle Plan	Michael Carlson	Discussion
10. Finance Update	Jeanie Dexter	Discussion
11. Public Works EV Pickup Purchase Approval	Joyce Bornstedt	Action Item
12. Tourism Marketing and Promotion Services RFP Approval	Kara Miller	Action Item
13. City Manager Goals	Barry Murphy	Action Item

Updates and Future Items

14. Council Committee Updates	Mayor Daugherty	Information
15. City Manager / Director Updates	Barry Murphy	Information
16. City Council Comments	Mayor Daugherty	Information
17. Upcoming Agenda Items	Mayor Daugherty	Procedural

Adjourn

18. Adjourn	Mayor Daugherty	Procedural
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Baker City operates under an EEO policy and complies with section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act. Assistance is available for individuals with disabilities by calling 541-523-6541.



BAKER CITY, OREGON

MAYOR:

Randy Daugherty

COUNCILORS

Roger Coles

Loran Joseph

Helen Loennig

Doni Bruland

Stephen Carr

Gratton Miller

CITY MANAGER

Barry Murphy

Date: September 9, 2025

Subject: Call to Order



BAKER CITY, OREGON

MAYOR:

Randy Daugherty

COUNCILORS

Roger Coles

Loran Joseph

Helen Loennig

Doni Bruland

Stephen Carr

Gratton Miller

CITY MANAGER

Barry Murphy

Date: September 9, 2025

Subject: Pledge of Allegiance



BAKER CITY, OREGON

MAYOR:

Randy Daugherty

COUNCILORS

Roger Coles

Loran Joseph

Helen Loennig

Doni Bruland

Stephen Carr

Gratton Miller

CITY MANAGER

Barry Murphy

Date: September 9, 2025

Subject: Agenda Additions, Deletions, Modifications



BAKER CITY, OREGON

MAYOR:

Randy Daugherty

COUNCILORS

Roger Coles

Loran Joseph

Helen Loennig

Doni Bruland

Stephen Carr

Gratton Miller

CITY MANAGER

Barry Murphy

Date: September 9, 2025

Subject: Public Comment



BAKER CITY, OREGON

MAYOR:

Randy Daugherty

COUNCILORS

Roger Coles

Loran Joseph

Helen Loennig

Doni Bruland

Stephen Carr

Gratton Miller

CITY MANAGER

Barry Murphy

Date: September 9, 2025

Subject: Consent Agenda



BAKER CITY, OREGON CITY COUNCIL MEETING MINUTES

MAYOR:
Randy Daugherty
COUNCILORS
Roger Coles
Loran Joseph
Helen Loennig
Doni Bruland
Stephen Carr
Gratton Miller
CITY MANAGER
Barry Murphy

WORK SESSION

AUGUST 26, 2025 - 5:15 PM

Baker County Natural Resources & Parks Office

Call to Order/Introduction

- | | |
|-------------------------|---|
| 1. Call to Order | The meeting was called to order at 5:23pm by Vice Mayor Bruland at the Baker County Natural Resources and Parks office. |
| 2. Roll Call | Roll call was answered by Councilors Coles, Joseph, Loennig, Bruland, and Carr. Councilor Miller was present after the roll was taken.
Also present were City Manager Barry Murphy, Public Works Director Joyce Bornstedt, Assistant Public Works Director Danielle Schuh, Human Resource Manager Andrew Crabtree, Community Development Coordinator Kara Miller and City Recorder Megan Langan. |

New Business

- | | |
|------------------------------|---|
| 3. City Manager Goals | The City Council discussed goals they would like to set for the City Manager, Barry Murphy, to meet for his performance pay increase.
The City Council discussed six goals that will be set at the next City Council meeting on September 9th. |
|------------------------------|---|

Adjourn

- | | |
|-------------------|---|
| 4. Adjourn | The work session was adjourned at 6:00pm. |
|-------------------|---|

Signed: _____

Mayor

Attest: _____

City Recorder

A link to this City Council meeting can be found www.bakercity.com or upon request to the City Recorder.



BAKER CITY, OREGON CITY COUNCIL MEETING MINUTES

MAYOR:
Randy Daugherty
COUNCILORS
Roger Coles
Loran Joseph
Helen Loennig
Doni Bruland
Stephen Carr
Gratton Miller
CITY MANAGER
Barry Murphy

REGULAR MEETING
AUGUST 26, 2025 - 6:00 PM

Baker County Natural Resources & Parks Office

Call to Order/Introduction

- | | |
|---|---|
| 1. Call to Order | The meeting was called to order at 6:03pm by Vice Mayor Bruland at the Baker County Natural Resources and Parks office. |
| 2. Pledge of Allegiance | Vice Mayor Bruland led the meeting in the Pledge of Allegiance. |
| 3. Roll Call | Roll call was answered by Councilors Coles, Joseph, Loennig, Bruland, Carr and Miller.
Also present were City Manager Barry Murphy, Public Works Director Joyce Bornstedt, Assistant Public Works Director Danielle Schuh, Police Chief Ty Duby, Fire Chief Michael Carlson, Community Development Coordinator Kara Miller, Human Resource Manager Andrew Crabtree and City Recorder Megan Langan. |
| 4. Agenda Additions, Deletions, Modifications | We will table topic, City Manager Goals Approval to the next City Council meeting. |
| 5. Public Comment | No public comment. |

Old Business

- | | |
|-------------------|--|
| 6. Consent Agenda | MOTION MADE BY: Councilor Joseph
MOTION: To approve meeting minutes from August 12th 2025
SECONDED: Councilor Coles
IN FAVOR: Councilor Coles, Joseph, Bruland, Carr and Miller
OPPOSED: None
Motion Passed.
Councilor Loennig abstained due to being gone on August 12th. |
|-------------------|--|

New Business

- | | |
|-------------------------|--|
| 7. PW Staffing Proposal | Human Resource Manager Andrew Crabtree presented the Public Works Staffing proposal. City staff was able to answer questions from the City Council.

MOTION MADE BY: Councilor Joseph
MOTION: Approve the proposal minus the Assistant Public Works Director percentage increase
SECONDED: Councilor Miller
IN FAVOR: Councilor Coles, Joseph, Loennig, Bruland, Carr and Miller
OPPOSED: None
Motion Passed. |
|-------------------------|--|

8. City Manager Goals Approval	This topic was tabled.
9. Engineering and Architectural Services for Police Department Seismic Grant - Approval of Award	Assistant Public Works Director Danielle Schuh presented the services RFQ. Danielle was able to answer questions from the City Council.

MOTION MADE BY: Councilor Joseph
MOTION: Approve the award of the Engineering and Architectural Services RFQ to wrk now IMEG
SECONDED: Councilor Loennig
IN FAVOR: Councilor Coles, Joseph, Loennig, Bruland, Carr and Miller
OPPOSED: None
Motion Passed.

Updates and Future Items

10. Council Committee Updates	City Manager Barry Murphy provided an update on the Main St committee and an upcoming town hall with ODOT. Councilor Carr asked about trucks using the truck route. Community Development Coordinator Kara Miller provided an update on the TLT Board and the meeting they had on August 2nd and the upcoming meeting on September 2nd.
11. City Manager / Director Updates	Public Works Director Joyce Bornstedt presented a suggested change to the speed limit on Cedar St. with the construction of the new walking path. Joyce also provided an update on the Mountain Line project and also offered to the City Council, who is interested in a tour of the Mountain Line project. Councilor Coles complemented the Police Chief on the recent drug bust. City Manager Barry Murphy provided an update on the pharmacy situation and the code update that is required for the possibility of one downtown. Barry also provided updates on the recycling program through Baker Sanitary, the quiet zone and the OMA conference. Fire Chief Michael Carlson stated the concrete work in bay 2 will start Wednesday after Labor Day.
12. City Council Comments	Councilor Carr made comments regarding the public bathroom in Central Park.
13. Upcoming Agenda Items	No additional upcoming agenda items.
Adjourn	
14. Adjourn	Vice Mayor Bruland adjourned the regular meeting at 6:52pm.

Signed: _____
Mayor

Attest: _____
City Recorder

A link to this City Council meeting can be found www.bakercity.com or upon request to the City Recorder.



BAKER CITY, OREGON

MAYOR:

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Gratton Miller

CITY MANAGER

Barry Murphy

Date: September 9, 2025

Subject: Kennel Permit Appeal

Action Statement

City Council can make a ruling on the appeal of a kennel permit denial.

Background

Kim Doyle submitted a kennel permit on 6/30/2025 to come into compliance with the stipulations stated in section 90.34 of the Municipal Code which states that it is "unlawful for any person to own, keep or harbor more than four dogs or four cats that are to be kept at the same address or on the same premises..." The Baker City PD reviewed the kennel permit and denied the permit on August 5, 2025 based on multiple complaints received from neighbors concerning the proposed kennel permit. Kim Doyle was entitled to a hearing with the City Manager per the procedures in 90.34, subsection H, and she met with the City Manager on 8/19/25.

Analysis

Per section 90.34 subsection I, the City Manager shall make a recommendation formed from the preponderance of the evidence to the City Council. The City Manager finds that Kim Doyle does own more than four cats at her residence. She and her husband do take care of the cats with food, water, and litter boxes, but the cats are clearly a nuisance to neighbors based on the multiple complaints. There is some question as to whether the neighbors are complaining about the Doyle's cats or stray cats in the neighborhood. The DoYLES also believe they can keep the cats in the house and yard with chicken wire.

Based on a preponderance of the evidence, the City Manager recommends sustaining the kennel permit denial. While Kim Doyle does appear to take care of the cats, having that many cats is not a sustainable precedent, it has caused significant issues with neighbors, and the denial is consistent with other recent kennel permit applications received.

The City Council per section 90.34, subsection I, can "make a ruling and sustain, modify or rescind the denial." If the Council decides to sustain the denial, the animals must be disposed of (per subsection J) within 30 days. "Disposal shall be by sale or transfer to a licensed kennel, another person not residing at the previously permitted location or by humane destruction. The owner must assume all associated costs of the disposal."

Potential Motions

"I, Councilor _____, move to sustain / (modify) / (rescind) the kennel permit denial issued by the Baker City PD on August 5, 2025."

§ 90.34 - KENNEL PERMITS.

- (A) The City has determined that kennels can produce excessive noise and odor and they also can produce a threat to human and animal safety if not managed properly and located in an appropriate location. Therefore, it shall be unlawful for any person to own, keep or harbor more than four dogs or four cats that are to be kept at the same address or on the same premises, that are six months of age or older, without first obtaining a special kennel permit from the Baker City Police Department.
- (B) The Baker City Police Department shall make available kennel permits to persons who wish to own, keep or harbor more than four dogs or four cats, upon receipt of a special permit fee as to be set by resolution; provided the request meets the listed requirements of this section and Chapter 90 of the Municipal Code:
- (1) No kennel permit shall be issued for any property that is adjacent to an existing city park, public school, commercial private school, state licensed day care provider or a designated pedestrian/bicycle pathway (i.e. Leo Adler Memorial Pathway).
 - (2) Prior to a permit being issued the City will mail a written notice of the requested kennel permit to every residence and business within 600 feet of the proposed kennel property. Property owners will have 30 days to respond if they oppose the issuance of the permit.
- (C) At the time of applying for the kennel permit to own, keep, or harbor more than four dogs or four cats, applicants shall also provide the City's Police Department with the following information:
- (1) Name of the animal's owner and address of property where the animals will be kept;
 - (2) Telephone number of the animal's owner;
 - (3) Call names of each animal;
 - (4) Breed, color, sex, age and any other identifying information relating to each animal;
 - (5) Information relating to whether the animals have been spayed or neutered; and
 - (6) The City license number of each animal.
- (D) No kennel permit shall be issued without the prior approval of the City Planning Department, which will ensure that the permit and proposed use are in compliance with zoning and other land use regulations.
- (E) The kennel permit shall be valid until December 31 of the year in which it is issued. Persons required to renew a kennel permit under this section, shall have until January 31 of the year following the expiration of a prior kennel permit in which to do so; and must keep all information on the application current throughout the duration of the permit.
- (F) Authority to deny, suspend or revoke a kennel permit. A kennel license may be denied, suspended, or revoked by the Chief of Police or designee.

(G)

Conditions for denial, suspension or revocation. Conviction(s) of the owner, or of any person subject to the owner's direction or control, for a violation of any provision of Chapter 90 of the Baker City Municipal Code; or a conviction of any other applicable State or Federal law, rule, order, or regulation pertaining to any activity relating to the humane treatment of animals; for furnishing false and/or incomplete information on the application for a kennel permit; or due to a chronic history of animal related nuisance complaints.

- (H) Appeals. An applicant or licensee shall have an opportunity for a hearing with the Baker City Manager within 30 days of any denial, suspension, or revocation at a time and place determined by the Baker City Manager.
- (I) Procedures. Based upon the testimony at the hearing, the city manager shall make a recommendation formed from the preponderance of the evidence to the city council, which will then make a ruling and sustain, modify or rescind the denial, suspension or revocation. Any owner of a kennel whose denial, suspension or revocation of their license has been sustained; may make application for reinstatement of the license at such time as determined by the city council or in January of the following year. If, following inspection, the applicant has complied with the requirements of this chapter, the license may be issued or reinstated.
- (J) Disposal of animals. The operator of any kennel whose permit is suspended or revoked shall dispose of all animals in the kennel, which are in violation of Chapter 90, within 30 days after the suspension or revocation becomes final. The suspension or revocation becomes final either by affirmation of appeal or by not seeking an appeal. Disposal shall be by sale or transfer to a licensed kennel, another person not residing at the previously permitted location or by humane destruction. The owner must assume all associated costs of the disposal.
- (K) Penalty. Any kennel operating for up to two months without a permit is subject to a maximum fine of \$500. Each month of operation thereafter without a permit is a separate violation and will be subject to abatement as set forth in this chapter.
- (L) Abatement. The City Council finds that a kennel operating without a permit to be injurious and detrimental to the public health, safety and welfare of the City and is hereby declared to be a nuisance and is subject to abatement pursuant to Chapter 97 of the City Code of Ordinances. See City Code 97.14.

(Ord. 3252, passed 6-13-2006; Ord. No. 3317, §§ 1—12, passed 3-12-2013)

Penalty, see § 90.99



Application for Kennel Permit

P 1 of 2

City of Baker City
Baker City Police Department
1768 Auburn Avenue
Baker City, OR 97814
541-524-2014

PERMIT FEE: \$180.00 Annually

Permit Number: _____

APPLICANT INFORMATION

Name: Kim Doyle

Address: 3210 9th St

Phone Number: 541-519-1177

ANIMAL INFORMATION

Name	Breed	Age	Sex	Altered Y/N	License #	Color
Princess	Long hair	10	F	Y	N/A	Malti
Nosey	Short hair	9	M	Y		Gray w/white
Koonta	Short hair	? 6	M	Y		Black
Baby	Short hair	4	F	Y		Speckled tabby
Motor head	Short hair	3	M	Y		Tabby
Shadow	Short hair	3	M	Y		Tabby
Mama Cat	Short hair	6?	F	Y		Tabby
Zeva	Short hair	4	F	Y		Speckled tabby
Frog	Short hair	3	F	Y		Darker tabby
Fluffy	Long hair	6	M	Y		Gray

The undersigned applicant understands that the processing of this application will be handled under the City ordinance and the procedure for requesting a permit. It is further understood that acceptance of this application in no way obliges the city to permit the subject area.

Applicant signature: Kimberly Doyle

Date: 6/30/25



Application for Kennel Permit

p2 of 2

City of Baker City
Baker City Police Department
1768 Auburn Avenue
Baker City, OR 97814
541-524-2014

PERMIT FEE: \$180.00 Annually

Permit Number: _____

APPLICANT INFORMATION

Name: Kim Doyle

Address: 3510 9th St

Phone Number: 541-519-1177

ANIMAL INFORMATION

Name	Breed	Age	Sex	Altered Y/N	License #	Color
<u>Cupid</u>	<u>Long hair</u>	<u>6</u>	<u>M</u>	<u>Y</u>		<u>Gray</u>
<u>Jasmine</u>	<u>Short hair</u>	<u>6</u>	<u>F</u>	<u>Y</u>		<u>Speckled tabby</u>
<u>Marty</u>	<u>Short hair</u>	<u>3</u>	<u>F</u>	<u>Y</u>		<u>Speckled tabby</u>

The undersigned applicant understands that the processing of this application will be handled under the City ordinance and the procedure for requesting a permit. It is further understood that acceptance of this application in no way obliges the city to permit the subject area.

Applicant signature: *Kimberly Doyle*

Date: 6/30/25



BAKER CITY, OREGON

1768 Auburn Ave., Baker City, OR 97814-0650
541-523-3644 Voice/TDD - 541-523-6415 Dispatch
www.bakercity.com



August 6, 2025

Kim Doyle
3210 9th Street
Baker City, Oregon 97814

RE: KENNEL PERMIT

Dear Ms. Doyle,

The Baker City Police Department received your application for a kennel permit on July 5, 2025.

Unfortunately, upon careful review of the kennel permit application, your permit has been **denied**. This decision was made on August 5, 2025.

The decision to deny the permit was based on the multiple complaints received from neighbors concerning the proposed kennel permit. These complaints negatively affect the peaceful, safe, and enjoyable use of their property within city neighborhoods.

To comply with city ordinance, you will need to have no more than four (4) cats over the age of six (6) months on your property at 3210 9th Street no later than September 6, 2025. Please note that failure to comply may result in citations and additional action taken as necessary.

If you desire to appeal this decision, you may schedule a meeting with the City Manager within thirty (30) days of this decision. The City Manager can be reached via email at citymanager@bakercity.gov or by phone at 541-524-2040.

Respectfully,

Ty Duby
Chief of Police
Baker City Police Department
541-524-2014 ext. 601
chief@bakercitypd.gov



BAKER CITY, OREGON

MAYOR:

Randy Daugherty

COUNCILORS

Roger Coles

Loran Joseph

Helen Loennig

Doni Bruland

Stephen Carr

Gratton Miller

CITY MANAGER

Barry Murphy

Date: September 9, 2025

Subject: City Council Goals Update

Action Statement

Council can review status of goals.

Background

City staff is working off the Baker City Goals established by the City Council earlier this year.

Analysis

City staff and departments have completed several goals and are generally on track on the remainder of goals.
See attached goals tracker.

Potential Motions

N/A

BAKER CITY GOALS 2025

SHORT TERM GOALS

1. Finalize Plans to Fix Known Issues
2. Prioritize Economic Development & Reduce Bureaucracy
3. Preserve Safety and Security of Baker City Residents

1. FIXING KNOWN ISSUES

PROBLEM	INDIVIDUAL RESPONSIBLE	GOAL DATE	PROGRESS	DETAILS
Ambulance Transport	Fire Chief	30-Jun-25		Agreement signed, OHA issued department license, beginning ops with Pioneer and hospital
Water Billing Actual Usage	Finance Director	30-Apr-25		Transition complete; getting billing dates back on schedule and fixing display glitches
Fire Truck Purchase Plan	Fire Chief	30-Jun-25		Plan in execution. Fire Truck Committee narrowed down choices to 2 potential vehicles
Audit (2023-24)	Finance Director	30-Jun-25		Audit still in the works with a lot of updates completed over the last three months that will significantly speed up the 2024-25 audit. Still need to complete several significant tasks before 2023-24 audit is finished.
Sustained City Communication	City Mgr	31-Mar-25		Up to several announcements, stories, etc. a month
Start Main Street Discussion	City Mgr	30-Apr-25		Townhall scheduled for September 24th with ODOT; need to advertise
USFS Watershed	Public Works Director	30-Jun-25		The Wallowa Whitman District Ranger, Jeremy Aujero, signed the Revised Baker City Watershed Fuels Management Project Decision on June 6, 2025.

BAKER CITY GOALS 2025

SHORT TERM GOALS

1. Finalize Plans to Fix Known Issues
2. Prioritize Economic Development & Reduce Bureaucracy
3. Preserve Safety and Security of Baker City Residents

2. Prioritize Near-Term Econ Dvlp & Reduce Bureaucracy

PROBLEM	INDIVIDUAL RESPONSIBLE	GOAL DATE	PROGRESS	DETAILS
Analyze Business Retention	Community Dvlp Coordinator	31-Oct-25		Comm Dvlp Coordinator has met with several businesses. More analysis will occur in weeks ahead.
New Hotel Development	City Mgr	N/A		Developer looking at other properties - no major updates
Fee Study	Assistant Public Works Director	28-Feb-26		Fee study is complete, and was presented to the City Council by the Consultant. Follow up in October
Research Development Efficiencies	Planning/Building/PW	30-Sep-25		Planning: currently going through a Development Code update to remove barriers for housing production. Further discussion on overall process will occur this winter
Establish New Development Coordination Process	City Mgr	31-May-26		Some changes made; mandatory pre-app meetings for all commercial and large residential projects; shared communication on development inquiries that come in to various city/county departments
Updating Baker City Marketing Strategy	Community Dvlp Coordinator	31-Dec-25		On track. RFP approval at 9/8/25 Council meeting and then contractor will begin work.
Analyze Port of Morrow Anaerobic Digestion Plant	Public Works Director	30-Sep-25		Port of Morrow PE, Jeff Jacob, indicated on May 30, 2025, that their anaerobic digestion facility is used only to process organic waste. Their system would not be compatible with processing municipal waste. Potential biodigestion capability coming to Baker County which opens up additional opportunities.

BAKER CITY GOALS 2025

SHORT TERM GOALS

1. Finalize Plans to Fix Known Issues
2. Prioritize Economic Development & Reduce Bureaucracy
3. Improve Baker City's Financial Position
4. Future of Baker City

3. Improve Baker City's Financial Position

PROBLEM	INDIVIDUAL RESPONSIBLE	GOAL DATE	PROGRESS	DETAILS
Complete TLT Plan	City Mgr	30-Jun-25		TLT plan completed on time; ensuring smooth transition.
Establish New Hire Policy	City Mgr / HR Director	31-Jul-25		New hire policy established for BCEA and non-rep; will work to get policy into PD and FD union contracts (2026 and 2027 renewals respectively)
Continue Grant Efforts	All Directors	N/A		2x Leo Adler grants submitted

BAKER CITY GOALS 2025

SHORT TERM GOALS

1. Finalize Plans to Fix Known Issues
2. Prioritize Economic Development & Reduce Bureaucracy
3. Improve Baker City's Financial Position
4. Future of Baker City

4. Future of Baker City

PROBLEM	INDIVIDUAL RESPONSIBLE	UPDATE DATE	DETAILS
Reduce Bureaucracy	City Mgr	August Council Meeting	
Sustainable Long-Term Personnel Costs	City Mgr / HR Director	August Council Meeting	BCEA Union negotiations complete
Increased Job Opportunities	City Mgr	October Council Meeting	
Strengthen Existing Business/New Business	City Mgr / Comm Dvlp Coord.	October Council Meeting	
Improving Infrastructure	Public Works Director	October Council Meeting	Contracting for pavement rating and evaluation, ongoing CIPP of wastewater and stormwater lines, replacing aging, deteriorated, and in some cases leaking water main lines.
Healthcare	City Mgr / Comm Dvlp Coord.	December Council Mtg	
Child Care	City Mgr / Comm Dvlp Coord.	December Council Mtg	
Education	City Mgr / Comm Dvlp Coord.	December Council Mtg	
Housing	City Mgr / Comm Dvlp Coord.	December Council Mtg	

BAKER CITY GOALS 2025

MID TERM GOAL (3-5 Years)

STATUS

Increase Opportunities for Citizens and Make City More Attractive

- Encourage development of new business
- Visible Progress Improving Commercial Corridors & City Infrastructure

LONG TERM GOAL (5+ Years)

STATUS

Sustainable Infrastructure & Job/Community Amenities

- Plans in place for sustainable infrastructure lasting the next two decade
- On track for right mix of jobs in Baker City
- On track for right mix of community amenities in Baker City



BAKER CITY, OREGON

MAYOR:

Randy Daugherty

COUNCILORS

Roger Coles

Loran Joseph

Helen Loennig

Doni Bruland

Stephen Carr

Gratton Miller

CITY MANAGER

Barry Murphy

Date: September 9, 2025

Subject: Fire Department Vehicle Plan

Action Statement

City Council can discuss the vehicle inventory in the Fire Department.

Background

The City Council requested a discussion on the current inventory of vehicles in the Fire Department.

Analysis

BCFD prepared a comprehensive overview of vehicles in the department which is attached. The vehicle plan covers NFPA requirements, current status, projected changes, and the history of FD vehicles over the years. The intent of this plan is to merge it into a comprehensive FD capital plan so that the City Council, City Manager, and Fire Chief can begin planning for near-term and long-term budget years.

Note: some of the blocks in the vehicle information tables are still not filled in. We were not able to get all the information prior to the packet submission, but those blocks will be filled in when the vehicle plan and capital plan are ready for review by the Council.

Potential Motions

N/A

Baker City Fire Department
Vehicle Plan



Date: September 3, 2025

Introduction

The intended goal of this plan is to describe the current FD vehicle inventory and start to forecast operational needs that go beyond our current day-to-day budget, so that the Fire Chief, the City Manager, and the City Council can budget and plan for expenses appropriately. Before covering specific vehicles, it's important to note the latest update on fire standards.

Recently, the National Fire Protection Association (NFPA) consolidated numerous Standards into one "all inclusive" Standard. They combined 1901 (Standard for Automotive Fire Apparatus), 1906 (Standard for Wildland Apparatus), and 1912 (Standard for Fire Apparatus Refurbishing) into NFPA Standard 1900 (Standard for Aircraft Rescue and Firefighting Vehicles, Automotive Fire Apparatus, Wildland Fire Apparatus, and Automotive Ambulances). In keeping with the Spirit and Intent of the NFPA Standard 1901, 2016 edition, Appendix D.1, recommends the following:

"To maximize fire fighter capabilities and minimize risk of injuries, it is important that fire apparatus be equipped with the latest safety features and operating capabilities. In the last 10 to 15 years, much progress has been made in upgrading functional capabilities and improving the safety features of fire apparatus. Apparatus more than 15 years old might include only a few of the safety upgrades required by the 1991 and subsequent editions of the NFPA fire department apparatus standards or the equivalent Underwriters' Laboratories of Canada (ULC) standards. Because the changes, upgrades, and fine tuning to NFPA 1901 since 1991 have been truly significant, especially in the area of safety, fire departments should seriously consider the value (or risk) to fire fighters by keeping fire apparatus more than 15 years old in first-line service.

It is recommended that apparatus more than 15 years old that have been properly maintained and that are still in serviceable condition be placed in reserve status, be upgraded in accordance with NFPA 1900, and incorporate as many features as possible of the current fire apparatus standard (see Section **D.3**) (Section D.3 discusses upgrading of apparatus to ensure the minimum safety features are maintained in operational status). This will ensure that, while the apparatus might not totally comply with the current editions of the automotive fire apparatus standards, many of the improvements and upgrades required by the current editions of the standards are available for the fire fighters who use the apparatus.

"Apparatus that were not manufactured to the applicable NFPA fire apparatus standards or that are over 25 years old should be replaced."

As Baker City Fire Department continues to grow, the **first duty** of the Baker City Fire Department is that of Life Safety/Public Safety both for the citizens **and** its first responders. From time to time, it is relevant and important to review and ensure that funds are allocated towards ensuring that the Department can complete its first duty. I have not been able to find any previous Capital Improvement Plans for the Baker City Fire Department, so I am currently building one that will address vehicles, equipment and facilities.

One important factor to consider with apparatus replacement plans is the Fire Suppression Rating Schedule (FSRS) (sometimes referred to as the ISO rating) This is a manual containing the criteria we use in reviewing the fire prevention and fire suppression capabilities of individual

communities or fire protection areas. The schedule measures the major elements of a community's fire protection system and develops a numerical grading called a Public Protection Classification (PPC®). It is a numerical rating between one (1) and ten (10), with one (1) being the best and ten (10) being the worst.

Why is this important? It is important for the residential and the commercial property owners when it comes to availability and cost for insurance. A two (2) rating is the best rating for a residential property and one (1) is the best rating for a commercial property in terms of insurance costs. One number is assigned for the response area of the fire department. After the last ISO inspection, Baker City was given a 4 rating.

The ratings consider Emergency Communications (total of 10 points), Fire Department (total of 50 points), Water Supply (total of 40 points), Community Risk Reduction (total of 5.5 points). Total possible points awarded are 105.5.

This plan will cover FD vehicles in detail, but it also includes a section on the history of vehicles over the years.

Vehicles

Each vehicle maintained by the fire department is used for a different and specific purpose. In the past, Baker City Fire was fortunate to have career and paid part time (PPT formerly identified as volunteer) firefighters able to staff multiple pieces equipment simultaneously (or within a short period of time). With past times and more requirements, the number of active PPT and career firefighters has dropped significantly. Therefore, the demand for operating numerous vehicles has become more of a challenge.

Each section below includes a brief explanation of the purpose of the vehicle type and why Baker City Fire maintains the number and type that we do. This explanation is followed by a brief replacement plan that explains our future costs. All estimates are in terms of 2025 dollars.

On the next page is a chart of the different types of engines as defined by FEMA. The information is taken from FIREScope. FIREScope is a program that originated in Southern California in 1972. It is an acronym that stands for **FI**refighting **RE**Sources of California **O**rganized for **P**otential **E**mergencies.

As explained below, Baker City Fire currently has two Type 1 engines, one Type 3 (Wildland) engine, one Type 4 (wildland) engine, and two Type 6 (brush) engines. As well as two ambulances.

Component	Type 1	Type 2	Type 3	Type 4	Type 5	Type 6
Equipment Pump Min Capacity	1000 GPM	500 GPM	150 GPM	50 GPM	50 GPM	50 GPM
Equipment Tank Min Capacity	300 gal	300 gal	500 gal	750 gal	400 gal	150 gal
Equipment Hose 2.5"	1200 feet	1000 feet	-	-	-	-
Equipment Hose 1.5"	500 feet	500 feet	1000 feet	300 feet	300 feet	300 feet
Equipment Hose 1"	-	-	500 feet	300 feet	300 feet	300 feet
Min Personnel	4	3	2	2	2	2

Brush Engines

Brush Engines, often referred to as Brush Rigs or Brush Trucks, are not the most frequently used vehicles at Baker City Fire. They are used for fighting wildland fires. Baker City Fire currently has two Brush Engines (2481 and 2482). 2481 is a Type III engine, while 2482 is a Type VI engine. Brush Engines are especially useful in attacking and fighting brush, grass, vegetation, and forest type fires, due to their ease of maneuverability. They are also used for structure protection of houses and other areas that need protection from wildfires.

Below is a chart of our current Brush Engine inventory:

Apparatus	Brush 2481	Brush 2482
Year	2003	2023
Age	22	2
Purchase Year		
Manuf/Model	<i>Freightliner FL80</i>	Ford F-550
VIN	1FVDBXAK84DM58697	
Cab space	5	5
Terrain/Type		
Pump	<i>400GPM</i>	375GPM
Tank size	<i>500GAL</i>	450GAL
Foam		Yes
Ladders	NA	NA
Conflags?*	\$50/HR	\$25/HR (OSFM owned)
Mileage	<i>113,492</i>	890
Engine Hours	5,994	6
Station housed	24	24
Replacement parts	NO	No
Engine brake		
Generator	NO	NO
SCBA	YES	NO
EMS equipment	NO	NO
Radio headset system	NO	NO
Light tower	NO	NO
Years until replacement	2028	2048
Budget (fy 2026 \$)		
Average years (per type)	12	

Brush Engine Replacement Plan

If Baker City Fire is going to follow NFPA Standards that recommend a 25-year replacement plan, then 2481 should be replaced in 2028 and 2482 in 2048 (if still around after the contract with the OSFM has expired).

2481 is a Federal Excess Personal Property (FEPP) vehicle and can turn it back over to ODF without any penalty. However, the Department might not be able to get another FEPP vehicle if they are not available.

Even though 2481 has been the least costly in maintenance costs and has served the Department and City well with extrication capabilities, I recommend returning 2481 to ODF prior to 2028. This is partially due to no air conditioning in the summertime and little to no heat in the colder months. Additionally, the role that it once filled with extrication has been able to be accomplished with the recent purchase of an engine from Salem Fire.

Engines

Baker City Fire has three Type 1 engines (2431, old 2432, and the new 2432 from Salem Fire)

Baker City Fire's Type 1 engines can pump more water and are used to fight structure fires. By maintaining the current type 1 engines the Department can keep ISO ratings good and insurance rates lower for city residents.

Below is a chart of our current Type 1 engines:

Apparatus	Engine 2431	Engine 2432	Salem Engine 2432
Year	2001	1991	2008
Age	24	34	17
Purchase Year			2025
Manuf/Model	Freightliner FL80	KME	Ferrara Predator
VIN	1FVABXBS22HH62070	1K9AF4287NN058492	
Cab space	5	6	
Terrain/Type			
Pump	1250GPM		1250GPM
Tank size	1000GAL	500GAL	500GAL
Foam	YES	YES	YES
Ladders	YES	YES	YES

Conflags?*	\$80/HR	\$100/HR	\$100/HR
Mileage	57,629		153,819
Engine Hours	1,973		
Station housed	24	24	24
Replacement parts	NO	NO	YES
Engine brake	NO	YES	YES
Generator	YES		
SCBA	YES	YES	YES
EMS equipment	ALS	ALS	ALS
Radio headset system	PARTIAL		NO
Light tower	BROKEN	YES	YES
Years until replacement	2026	2016	2033
Budget (fy 2026 \$)			
Average years (per type)	25		

Engine Replacement Plan

Following NFPA Guidance, Engines should be replaced every 25 years as well. Ultimately, it would be ideal to be able to replace it with a new engine every time one is due. Refurbishing older equipment might be too costly.

The old Engine 2432 (1991 model) is intended to be sold in the near future.

Grants have a huge advantage of enabling any fire department to buy newer apparatus that will function better for longer. However, grants are not a sure thing.

I recommend a 25-year maximum replacement plan. This will give the city and the fire department sufficient time to set aside money for replacement.

Aerial Apparatus/Ladder Truck

Baker City Fire Department currently operates one 77-foot Quint Ladder Truck. As indicated in the history section, this vehicle was put into service in 2007. Though not used as frequently due to staffing and the department is not modeled after a “typical” city department in its response guidelines, it is a vital piece of equipment. It is the only ladder truck between La Grande and

Ontario and provides the necessary elevated master stream capability on fires, as demonstrated during the school fire. Additionally, having a ladder truck gives the department credit for this in the ISO rating for the department. Without this vital piece of equipment, the city and department would be at a disservice in serving the community, as well as deduction of points when it comes to the ISO rating.

Aerial Apparatus/Ladder Truck Replacement Plan

New aerial apparatus costs upwards of a million dollars with some custom ones nearing two million dollars. As with all the apparatus, there is a 25-year life cycle that is recommended by the NFPA.

With the current response model of the fire department, I do not feel that a new aerial apparatus is needed, warranted, or justifiable. I do feel that we can get a used aerial apparatus that would fit into our current response plan with service life remaining. We currently have seven years of service life on 2451 (to meet the service life). To begin building a “rotation” system so the department is not replacing all its fleet at the same time, I recommend extending the service life by 7-10 years beyond the current seven years to set aside replacement funds for the current 2451.

Apparatus	Ladder 2451
Year	2007
Age	18
Purchase Year	
Manuf/Model	Ferrara Intruder 2
VIN	44KFT42836WZ20989
Cab space	6
Terrain/Type	
Pump	1500GPM
Tank size	500GAL
Foam	Inductor
Ladders	YES
Conflags?*	\$150/HR
Mileage	18,945
Engine Hours	1,559
Station housed	24

Replacement parts	NO
Engine brake	YES
Generator	YES
SCBA	YES
EMS equipment	NO
Radio headset system	NO
Light tower	YES
Years until replacement	2032
Budget (fy 2026 \$)	
Average years (per type)	18

Tenders

Tenders are large tanks of either water or fuel on wheels that are used to provide water or fuel supplies to structural, aerial apparatus, or wildland engines. Currently Baker City Fire Department does not have any tenders and must rely on Mutual Aid support from the County Volunteer Fire Districts.

The City of Baker City maintains one water truck that is controlled and operated by the Public Works Department and could be called upon in the event of wildfire within the city limits or in an area the is not supplied by the current water lines. This would only be an initial response situation until the arrival of mutual aid tenders and depending upon day and time of day of the incident, it may not be available.

Tender Replacement Plan

I would recommend that Baker City Fire purchase a used water tender capable of delivering 3,000 gallons of water. The estimated cost of a “new” used tender is around \$450,000. However, there are many used Tenders at around the \$225,000 range with a lot of service life left in them.

Command Vehicles

Baker City Fire maintains two command style vehicles. Their functions include command and control at incidents, support vehicles for incidents, transportation vehicles for training courses, and pulling of the department’s HAZMAT trailer.

Command Vehicle Replacement Plan

2471, with its low mileage and low overhead maintenance costs, I would recommend extending its service life by 10 more years beyond the recommended 25 service life.

I am more concerned about condition with 2473. It is a newer vehicle, with more mileage. The driving and handling of the vehicle concerns me as the transmission is starting to show problems when going into reverse. When the brakes are applied, the vehicle tends to “kick” the back end out to the right. I would recommend replacement of this vehicle within the next two years if not sooner with a used vehicle.

Below you will find listed the command vehicles for BCFD:

Apparatus	Chief 2471	Chief 2473
Year	2005	2012
Age	20	13
Purchase Year		
Manuf/Model	Ford F-350	Ford Explorer
VIN	1FTWW31P15EA16983	1FMJU1G50BEF36660
Cab space	5	5
Terrain/Type		
Pump	NA	NA
Tank size	NA	NA
Foam	NA	NA
Ladders	NA	NA
Conflags?*	\$45/HR	\$45/HR
Mileage	51,008	100,249
Engine Hours		
Station housed	24	24
Replacement parts	NO	No
Engine brake	No	NO
Generator	NO	NO
SCBA	NO	NO

EMS equipment	NO	NO
Radio headset system	No	NO
Light tower	NA	NA
Years until replacement	2030	2037
Budget (fy 2026 \$)		
Average years (per type)	16.5	

Ambulances/ Medic Units

The two ambulances that the department has have not been in operation since 2022/2023. With the dissolution of the fire department not providing this service, the ambulances have been in a “moth balled” state and two have been removed from the fleet completely. The department has been diligently and aggressively working on getting licensed back with the Oregon Health Authority (OHA) to provide an additional available ambulance if the need arises.

Apparatus	Medic 2420	Medic 2422
Year	2021	2012
Age	4	13
Purchase Year		
Manuf/Model	Ram 4500	Ford F-350
VIN		1FDUF4HT8CEC34699
Cab space	2	2
Terrain/Type		
Pump	NA	NA
Tank size	NA	NA
Foam	NA	NA
Ladders	NA	NA
Conflags?*	\$55/HR EMT/Paramedic \$45/HR 2 EMT	\$55/HR EMT/Paramedic \$45/HR 2 EMT
Mileage	11,214	
Engine Hours		

Station housed	24	24
Replacement parts	NO	NO
Engine brake	YES	
Generator	NO	NO
SCBA	NO	NO
EMS equipment	ALS	ALS
Radio headset system	NO	NO
Light tower	NO	NO
Years until replacement	2046	2037
Budget (fy 2026 \$)		
Average years (per type)	8.5	

Ambulance/ Medic Unit Replacement Plan

With the lack of operation, routine starting of, and scheduled maintenance on the two ambulances, the department has found that one of the ambulances needs major repair to the DEF and associated systems (2422), as this is causing the vehicle to not start and run.

The second ambulance (2420) has weathered the transition better. It is currently scheduled as the “third out” ambulance in the event it is needed.

I recommend a 6 month to 1 year hold from removing 2422 from the fleet. The reason is due to potential revenue loss in the event of the other ambulance going out of service for any reason. Additionally, this would provide an immediate back-up plan for the county in the event of any unforeseen circumstances.

Closing thoughts

Having a workable, realistic, and financially sound vehicle plan that is nested within a comprehensive Capital Improvement Plan (CIP) that adjusts for a 3% tax increase will make the budgeting process a lot more streamlined and funding allocations easier for future budget cycles.

The FD needs to complete a CIP in the near future. Continuing to operate with a CIP is problematic for any organization, not just for a fire department or city. Without proper planning for and budgeting “big ticket items”, the organization is hamstrung financially and planning wise when something needs to be replaced.

When the full CIP is complete, the FD will present it to the Council for discussion and eventually approval.

History of the Fire Department and its Apparatus

Prior to the organization of the paid Baker City Fire Department, the city had an all-volunteer fire department. All that the city owned was a chemical wagon. The city would pay \$10 to the first delivery man, or teamster as they were called, who got to the livery stable after the fire call was sounded. It was the teamster's job to hook onto the chemical wagon and take it to the fire. It was not uncommon for the chemical rig to be late getting to the fire because of the disagreements back at the fire station over who was the first to arrive and get the \$10 fee. Therefore, on March 19, 1909, the Baker City Fire Department was organized. The first chief was Frank Grabner and he was paid \$70 per month. The Assistant Chief was paid \$65 per month, and two firemen were paid \$60 per month. They worked 24 hours a day, six days a week and they had 1% off for lunch. The fire horse team, named Brig and Eagle, were always bridled and ready to go. They were trained to take position so that the prepared harnesses could drop down and all that the firemen would have to do is snap the bit and away they would go to the fire.

In 1922 Baker City Fire Department purchased the first motorized fire truck. It was a Webb Truck and it cost \$5,350.00. Brig and Eagle retired in May of 1913.

Baker City Fire Department purchased its first American LaFrance fire truck in 1928. The cost was \$7,800.00. The firemen continued to use the old chemical tank' carrying it under one of the seats. This truck is now at Burns' Oregon with chemical tank in the same position. The Truck still has "Baker Fire Department" on the side.

In 1931 the Mack Pumper was purchased. It was the first pumper truck.

In 1936, Baker City fire Department began operation of a First Aid Car.

In 1940, Baker City Fire Department purchased Engine #9, the Pirsch, a 750-gallon per-minute pumper. It is retired and for a time was in the LaGrande Fire Museum. It was returned to Baker City in 2010 with hopes of restoration.

In 1940 the Elk's Lodge purchased their first, First Aid Car for the Department.

In 1944 the Buffalo Fire Engine was purchased. It was a 750-gallon per minute pumper much like the Pirsch.

In 1945, with World War II in progress the trains blocked the railroad crossings almost continuously it was necessary to have a second fire station across the tracks. It was located near where the underpass is now. It was staffed with two firemen and a surplus Army truck. This station was closed after the war'

In 1947 the city passed a 1 mil levy for five years. These funds were used to purchase two additional trucks. The first was a Mack high-pressure unit. The second, Truck #7, was a 65 foot aerial ladder. It is now retired it was used by the Sumpter Valley Rail Road Association for a short time. In 2006 it was moved to the LaGrande Fire Museum it is still there today. It took three years to get these trucks from the time they were ordered.

In 1947 the Elks purchased another First Aid Car.

In 1950 Fire Chief Hubert Damon took over and in 1953 the Elks purchased the first Cadillac Ambulance.

In 1959 the American LaFrance Truck E-6 was purchased. It was a 1000 gallon per minute pumper and was gifted to the Haines Fire Department in 2001.

In 1964 Leo Adler gifted the city with his first ambulance, a Cadillac.

In 1965 E-8, a 1250-gallon per minute American La-France Pumper was purchased and is in service today as 2433 and stationed in Keating with the understanding that it responds to general alarms if needed in Baker City.

In 1969 Leo Adler purchased Ambulance #14, a Cadillac.

In 1970, E-5, a 1250 GPM American LaFrance pumper was purchased. It was gifted to the Bowen Valley Fire Protection District and still in service today.

In 1974 Leo Adler purchased the Dodge Ambulance, it was Baker City's first Van type Ambulance. In 1978 Leo Adler purchased Ambulance #15, our first Type III Ambulance.

In March 1980 Baker City Fire Department moved to temporary quarters at the Natatorium to continue fire protection while the new fire station was under construction. The Natatorium is now the Oregon Trail Regional Museum. In November construction was completed and the new station was ready for service. The new Baker City Fire Station was dedicated January 1981.

In 1981 Leo Adler purchased Ambulance #12

In 1986 Leo Adler Purchased Ambulance #11 and it is still in service today at Keating Rural Fire Protection District station 22 as their quick response medic and now called 2222.

In 1991 Leo Adler purchased Ambulance #15 which left the department with the stoppage of the ambulance service in 2022.

In 1993 E'9, a 1250 GPM KME Pumper was purchased and put in service as the first run pumper, which is in service today as old unit 2432.

In 1997 a new ambulance #12, the first 4x4, was purchased with funds from the Leo Adler Community Trust. Unit 2421 was used for responding to motor vehicle crashes.

In 1999 a new command vehicle was purchased it is a Ford Explorer unit 2471. This vehicle was later renumbered as 2472.

Also, in 1999 the Pirsch 65' aerial failed its ladder safety test. To replace it an 85' Snorkel Truck was purchased from the Springfield Fire Department and put into service as 2451. This Truck was notable due to the bright orange color that was inherited from Springfield.

In 2001 2 new arrivals Engine I a Central States 1250 GPM pumper with class A foam on board in service as 2431.

In 2002 Fred Hertel was named Assistant Chief. Several changes were made promoting the urban wildland interface issues we have in our area. Wildland gear was issued to all members.

Also, in 2002 the Baker City Fire Department received a FEMA grant to purchase needed equipment. New turnouts for all members, a breathing air compressor and cascade filling system for SCBA bottles. At the same time the county EMS and Fire Departments came together to approve a plan for renumbering the stations and apparatus in Baker County. Baker City Fire Station was designated as Station 24 along with the personal and apparatus. 2401 Chief and so on. ..

In 2003 a new Wheeled Coach Type 1 4x4 Fire-Medic ambulance was purchased. It was put in service as 2420

In March of 2004 the utility pickup we use was modified to with an 150 gallon tank and portable pump for urban interface and grass fires.

In the summer and fall of 2004, the City implemented a plan to develop the fire and police into a public safety department. The fire station was remodeled to add offices for the Baker City Police. 2004 brought several personal changes with five new firefighters including Baker City Fire's first career Female Firefighter.

In 2004 the utility pickup was replaced with new 2005 Ford 4 door diesel pickup numbered 2471. It was equipped with a 150 gallon water tank and pump.

In January of 2005 we started a Cadet pilot program. The first year was a success. In the second year interest dropped and the program ended.

Through the first half of the 2000 s Baker City Fire Department continued the process of upgrading all areas of service and training including taking our EMS services to the ALS level with over 50% of the paid department being Paramedics. As well as several EMT B, and EMT I trained personnel in the On Call department.

In 2006 the city took delivery of 2423 a Type I 4x4 Ambulance purchased with city funds. It replaced a Type III that was sold at auction.

In 2006 Lt. Taggart and Chief Price wrote a FEMA grant for a new Aerial Truck. A grant was awarded for \$450,000.00 for a 77ft Quint with a 1500GPM pump. The bid was awarded to Ferrara Fire Apparatus in Louisiana. Three Department personnel went to Louisiana to inspect the plant and review the specifications for the Apparatus.

In April 2007 three personnel made another trip to the Ferrara plant to do the pre-delivery inspection on the truck. The Truck was delivered later that month and put in service after

training, as 2451. The orange Snorkel was sold as scrap and dismantled per the terms of the grant.

In 2008 in 2008 we received a FEMA grant for a live burn training facility that consist of two cargo containers that a set up with a maze and several different burn training props,



BAKER CITY, OREGON

MAYOR:

Randy Daugherty

COUNCILORS

Roger Coles

Loran Joseph

Helen Loennig

Doni Bruland

Stephen Carr

Gratton Miller

CITY MANAGER

Barry Murphy

Date: September 9, 2025

Subject: Finance Update

Action Statement

The Council will receive a preliminary year-end report and July report.

Background

The Finance Department has reconciled all accounts through the end of July and will discuss the results with the City Council.

Potential Motions

N/A



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CITY MANAGER

Barry Murphy

Date: September 9, 2025

Subject: Public Works EV Pickup Purchase Approval

The 2025-26 adopted budget reflects approval for the purchase of several pieces of equipment and vehicles. Public Works staff have been working to find the best available options that can be procured for the budget funds available. Baker City Purchasing Rules require that purchases of \$50,000 or more receive City Council approval. This action item reflects the request for approval to purchase the following:

1. 1/2 Ton Pickup, Electric — 2025 Ford Lightning. The attached document reflects a price that was set through a competitive solicitation utilizing Oregon Buys cooperative purchasing. The contract reference is listed near the bottom of the document and provides a \$1,600 incentive from the total cost of \$51,975, resulting in a net purchase price of \$50,375. This amount is below the adopted budget amount of \$60,000. Bids were requested from both the Chevrolet/GM (indicated their price could not be competitive with the Ford Fleet price) and Dodge (although the item is shown on the website, it is currently not in production) dealerships. Public Works is proposing the purchase of an EV pickup to allow for a pilot study for efficiency in day-to-day operations, primarily in town.

Recommendation:

Staff is recommending approval of the 2025 Ford Lightning purchase.

Potential Motions

1. I, Councilor _____, motion approve the purchase of a 2025 Ford Lightning for \$50,375.



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CITY MANAGER

Barry Murphy

Date: September 9, 2025

Subject: Tourism Marketing and Promotion Services RFP Approval

Community Development solicited a Request for Proposals (RFP) for Tourism Marketing and Promotion Services for the City of Baker City Community Development. The proposals establish the qualifications of consultants for the qualifications/experience with references, positive feedback and success with similar projects, cost reasonableness, innovative ideas that are well-suited to Baker City's tourism goals, and the quality and responsiveness of proposals to the Goals and objectives and Scope of Service detailed in the RFP. In response to the RFP distributed on July 25, 2025, thirteen firms submitted complete proposal documents, while one firm asked for an exception and was not considered. Those thirteen proposers are referenced in the scoring guide.

Each proposal was evaluated based on identified scoring criteria by three evaluators and was also reviewed by the TLT Board with careful consideration of cost, best fit for Baker City and overall presentation. A recommendation was made to be approved by City Council. A compilation of scores is attached to this report.

Potential Motions

"I, Councilor _____, move to approve the award of the Tourism Marketing and Promotion Services RFP to _____."

**CITY OF BAKER CITY, OREGON
REQUEST FOR PROPOSALS
TOURISM MARKETING AND PROMOTION SERVICES**



SUBMIT PROPOSAL TO:

**Kara Miller, Community Development Coordinator
City of Baker City
PO Box 650, Baker City, OR 97814
communitydevelopment@bakercity.gov (Email Only)
Questions/Clarification: 541-524-2043
www.bakercity.com**

**Date Issued: July 23, 2025
Date Published: July 25, 2025
Proposal Submission Deadline: August 29, 2025
Proposal Opening Date: September 10, 2025**

CITY OF BAKER CITY, OREGON

Request for Proposal Tourism Marketing and Promotion Services

I. BACKGROUND

A. Proposer Entity

The City of Baker City (“City”) is seeking a well-qualified profit or non-profit organization to submit a proposal to provide tourism marketing and promotion services for the City.

B. Overview

The City of Baker City is a scenic, vibrant community located in Eastern Oregon with a population of just over 10,000 residents. Baker City, Oregon, is known for its rich history, particularly its connection to the Oregon Trail and its well-preserved historic downtown district. It also serves as a base camp for exploring Eastern Oregon, including Hells Canyon, the Wallowa Mountains, and the Anthony Lakes Mountain Resort.

Baker City played a crucial role as a supply point for pioneers traveling the Oregon Trail. The National Historic Oregon Trail Interpretive Center is a major attraction, showcasing the history of the trail. Baker City also has over 100 buildings in downtown and are listed on the National Register of Historic Places: including the Geiser Grand Hotel. Baker City’s history is also tied to mining, particularly during the late 19th and early 20th centuries.

Baker City also hosts various events throughout the year, including the Miner’s Jubilee, The Baker City Cycling Classic as well as the Hells Canyon Motorcycle Rally to name a few. Baker City also has a growing arts scene, with art galleries, studios and cultural events.

Baker City is also known as the “base camp for Eastern Oregon” providing access to diverse outdoor recreation opportunities. The City boasts numerous fine shops, restaurants, galleries, lodging establishments and endless outdoor recreational opportunities.

The City seeks to expand its tourism industry and elevate its presence as an attractive destination for both regional and international visitors.

We are seeking proposals from experienced tourism marketing firms to develop and execute a comprehensive tourism marketing strategy aimed at increasing tourism revenue, attracting visitors, and promoting the city as a year-round destination.

C. Source of Funds and Budget

The source of funds for this service is from the City’s Transient Lodging Tax Fund.

II. RFP SPECIFICATIONS

A. Goals and Objectives

The City of Baker Transient Lodging Tax (“TLT”) Committee will use the services of Vendor from award to contract expiration, to identify a qualified marketing firm to provide a range of tourism marketing services, including but not limited to digital marketing, brand development, social media management, website management, and advertising campaigns. These tourism marketing and promotion services for the City of Baker City, including, but not limited to:

1. Market Research and Analysis
2. Brand Management
3. Integrated Marketing
4. Content/Creative
5. Creative Production
6. Content Marketing
7. Social Media Marketing
8. Event Marketing
9. Statistical Reporting/Data and Research

Key Marketing Goals:

- Establish, reinforce and increase awareness of the Baker City brand
- Inspire visitation and tell the Baker City story
- Drive visitor demand and local spending
- Create data-driven strategies
- Encourage increased length of stay, shoulder/off-season visitation (September-May), and repeat visits
- Enhance the perceived value of Baker City as a destination
- Grow Baker City’s share of voice and marketing reach
- Diversely engage with target audiences
- Develop and position a website for Baker City as the resource for Baker City destination travelers
- Enhance the perceived value of visiting Baker City, and give lodging properties, restaurants, and retail establishments the ability to maximize profits and promote their enterprises.
- Promote local attractions, events, culture, and natural beauty.
- Support sustainable tourism practices.
- Engage with regional, national, and international markets.

B. Scope of Services

All services shall be provided under the direction of the City Manager and City Council in coordination with the Community Development Coordinator and the Baker City TLT Committee to

complement the City's Tourism promotion program. The Tourism promotion services provided shall include, but not limited to, the following tasks:

Market Research and Analysis

- a) ID target demographics, visitor preferences, emerging travel trends.
- b) Determine core market areas (regional, national, and international)
- c) Provide analysis of the city's competitive position in tourism market.

Branding, Positioning and Management

- a) Develop a comprehensive tourism brand identity, including logo, messaging, and positioning strategy. Ensure the city is represented in a way that aligns with its unique selling points, history, and culture.
- b) Primary ownership of all channels, including but not limited to websites, all current and future social media accounts, analytics portals, and content libraries will be owned by the City of Baker City, with proposer provided delegated access.

-Apply brand to all Baker City owned marketing channels and assets.

Integrated Marketing

1. Increase awareness of the City of Baker City (CBC) as a trip planning resource
2. Improve engagement with audiences interested in Baker City on a continuous basis:
 - Manage CBC social accounts and platforms as tourism resource for Baker City
 - Leverage individual social media channel strengths and audiences
 - Implement best practices within individual social media channels to maximize effectiveness.
 - Post 50% original curated content to CBC social media channels, using a content calendar as guidance.
 - Utilize compelling imagery in posts across all social media channels, including simple but effective calls to action.
 - Leverage social media trends, applying to CBC channels as appropriate.
3. Drive demand for overnight stays in Baker City year-round, with special attention to shoulder/off season.
4. Increase the City of Baker City brand awareness, reinforce the City of Baker City brand, inspire visitation to Baker City, and grow Baker City's marketing reach and market share.

- Deliver visitors to CBC owned marketing channels
- Support well established events and promotions to drive over-night stays
- Prioritize communication to identified target markets, using analytics - Implement simple, but effective calls to action
- Use the CBC website as the primary advertising conversion point.
- Utilize engaging content to pique interest and drive users to robust website landing pages for conversion.

Measurement of the above will be by followers, referral traffic, social listening and channel specific analytics.

Content/Creative

- 1) Create awareness of the wide variety of experiences offered in the Baker City/County area
- 2) Broadcast the Baker City story and facilitate destination demand
- 3) Enhance the Baker City destination experience through actionable content:
 - Utilize all CBC owned marketing channels, as information hubs, for content that is timely, engaging and important for trip planning.
 - Develop a content calendar to support planning and distribution, including time sensitive events and promotions.
 - Develop content to meet the immediate and longer-term needs of the CBC website
 - Create seasonal content to support shoulder/off-season visitation.
 - Produce recurring, and independent video assets

Creative Production:

- a) Write, design, illustrate, or otherwise prepare Baker City's advertisements, including digital ads or commercials to be broadcast, or other appropriate forms of Baker City's message;
- b) Create display ads;
- c) Submit stories and photography when necessary for advertorials and value-added opportunities;
- d) Properly incorporate Baker City's message in mechanical or other form;
- e) Check and verify insertions, displays, broadcasts, or other means used, to such degree as is usually performed by advertising agencies;

Content Marketing:

- a) Create web pages to support campaign promotion. Pages will create in-depth information about a particular campaign objective and live as a sub-domain of the main City of Baker City website;
- b) Create keyword rich content to support the website developed and CBC social media channels;
- c) Provide a library of Baker City, Oregon, content for publication throughout the year;
- d) Create and provide new content quarterly with a publication schedule;
- e) Develop, update, maintain, and host the main City of Baker City website tentatively on October 1, 2025.
- f) Host and maintain the Baker City website and create a calendar of events happening in and around Baker City, including regional events that could produce overnight stays in Baker City.

Social Media Marketing:

- a) Create on-brand ads and posts to engage followers on the main City of Baker City social media platforms such as Facebook, or Instagram page;
- b) Copyright for ads;
- c) Boost posts through Facebook, Instagram or other channels;
- d) Update and maintain all City of Baker City social channels. Add additional social media outlets to the tourism marketing effort as requested by City (Examples include Twitter/X, Pinterest, Tiktok, Youtube. etc.)

Event Marketing:

- a) Promote existing events and festivals through targeted campaigns;
- b) Assist in organizing and marketing new events aimed at attracting tourists.

Statistical Reporting/Data and Research:

- a) Produce monthly reports on the website/social media traffic and engagement, and other reports on campaign effectiveness, as requested.
- b) Inform marketing decisions to maximize ROI
- c) Measure performance to determine success - Gather first party resources via CBC owned channels and research

- d) Produce a yearly report summarizing highlights, and successes with website traffic/conversions as the primary key performance metric. Other success metrics include but are not limited to impressions, time spent on webpage or platforms, increase in page views, user engagement, and follower increases.
- e) Provide 90-day content plan, 45 days in advance.

D. Eligible Proposers

Proposals will be accepted only from organizations (profit or non-profit), or other collaborative arrangements that:

1. Are qualified to conduct business in the State of Oregon and the City of Baker City.
2. If a corporation or limited liability company, it is in good standing with the Secretary of State.

E. Contract Term

The terms of this contract or agreement are negotiable, and all proposals should include a recommended term length. Any extensions of the contract will be contingent upon the availability of funding; the contractor's continued compliance with all applicable federal, state, and local laws and regulations; and a performance evaluation indicating the contractor has successfully fulfilled the terms of the contract.

F. Preliminary Schedule

Event	Date
Release of Request for Proposals	July 23, 2025
Date Published	July 29, 2025
Written Questions DUE	August 8, 2025 – 2PM Pacific
Proposals Due	August 29, 2025 – 2PM Pacific
Proposal Award Date	On, or after, September 10, 2025
Contractor Begins Work	September 12, 2025
Tentative City of Baker City Website Developed	October 1, 2025

The city reserves the right to amend the preliminary schedule.

G. Deadline for Submission of Proposals

The original proposal must be **received** by 2:00 P.M. (PDT), on August 29, 2025, via email. This is as verified by timestamp.

Timely submission of proposals is the sole responsibility of the proposer. The City reserves the right to determine the timeliness of all submissions. Late proposals will not be accepted. All proposals received after the deadline will be returned unopened.

H. Proposal Requirements

The following outlines the proposal requirements. The RFP will be incorporated into any resulting contract with the successful proposer, along with any terms of the accepted proposal which are not in conflict therewith, as well as provisions which are permissible matters for negotiation, as set forth herein. The contents of the proposal submitted by the successful proposer may become contractual obligations if a contract is awarded.

Failure of the successful proposer to accept these obligations may result in cancellation of the award. The City reserves the right to withdraw this RFP at any time without prior notice. All proposals submitted in response to the RFP become the property of the City and will be a public record after the selection process is completed. Each proposal must contain the following:

1. Cover Letter for the Proposal

A cover letter must be submitted with the proposal. The cover letter should be limited to one page and must include the company name, company address, and the name, telephone number, and e-mail address of the person(s) authorized to represent the firm on all matters relating to the RFP and any contract awarded pursuant to this RFP. A person authorized to bind the proposer to all commitments made in the proposal must sign the letter.

2. Providing Services to Meet Goals & Objectives

Each proposer shall furnish a narrative of how the organization will provide services to meet the City's goals and objectives.

A detailed description of how the firm will approach the tasks outlined in the scope of work as well as a proposed timeline for the project.

3. Proposer Experience

Each proposer shall furnish a narrative supported by relevant data regarding past experience with similar projects, including names of organizations and persons with whom proposer has entered into contracts and employment for similar services, within the last three years. Proposer shall also identify the individuals who will be assigned to work on this project.

The results of those contacts will be considered by the City in its evaluation of proposer's proposal and provided herein.

4. Projected Costs and Proposed Services

Itemize the annual projected costs of each component in the “Scope of Services” described above. If applicable, identify other sources of revenue that can be matched or leveraged to provide a greater promotion of City of Baker City.

Breakdown of costs, including any retainer fees, hourly rates, and expected expenses. A clear explanation of any additional costs outside of the scope of work.

I. Proposal Evaluation and Selection Process

The City will conduct a preliminary evaluation of all proposals to determine compliance with proposal requirements and mandatory document submissions. The City reserves the right to request additional information to clarify the content of a proposal.

All proposals shall be reviewed to determine that the minimum eligibility requirements have been met. Ineligible proposers will be informed in writing. All submittals in response to this RFP are public records and available for inspection and copying upon request. City staff will evaluate proposals and recommend approval based on scoring. The City Council will evaluate staff’s recommendations and approve one of the proposals in a public meeting.

Proposals will be evaluated based upon the following categories, including references and information from entities or persons with whom Proposer has entered contract(s) within the last five years. Proposals will be scored and ranked. No single category is determinative or entitled to greater weight in the evaluation process than any other. The successful proposal will be determined by the highest point total, based on the categories below. The successful proposal may be subject to negotiation.

Proposer qualifications, experience, and demonstrated ability, including references and contacts with previous contracting parties	30 points
Quality and responsiveness of proposal to the Goals and Objectives and Scope of Service detailed in this RFP	25 points
Cost reasonableness, appropriateness, and necessity as compared to all other proposals to provide the services proposed within the City’s annual budget and other leveraged monies	20 points
Innovative ideas that are well-suited for Baker City’s tourism goals.	20 points
Positive feedback and demonstrated success in similar projects	5 points

J. CONTRACT AWARD PROCESS

The City Council may accept or reject the recommendation of the staff as to the successful proposer, cancellation of the procurement, or related matters.

The successful proposer that is selected to perform the services outlined in this RFP shall enter into a contract or agreement, approved by the City Attorney, directly with the City of Baker City, within

thirty (30) days of the Notice of Intent to Award Contract, or such later date as determined by the City.

The City reserves the right to verify the information received in the proposal. If the proposer knowingly and willfully submits false information or data, the City reserves the right to reject that proposal. If it is determined that a contract was awarded or entered into because of false statements, or other incorrect data submitted in response to this RFP, the City reserves the right to terminate the contract, without penalty therefore, and with all rights reserved.

III. GENERAL RFP AND CITY CONTRACT INFORMATION

The following terms and conditions apply to the agreement entered into between the successful proposer and the City of Baker City:

A. Term

The terms of this contract or agreement are negotiable, and all proposals should include a recommended term length. Any extensions of the contract will be contingent upon the availability of funding; the contractor's continued compliance with all applicable federal, state, and local laws and regulations; and a performance evaluation indicating the contractor has successfully fulfilled the terms of the contract.

B. Budget

Total expenditures under the first year of this contract shall not exceed the amount budgeted by City for that year. In any event, the City provides no assurance that the total amount budgeted by City will be agreed to by City in its award of contract. However, in the event City requires additional services beyond those agreed to by the parties in the contract, such services will be reduced to writing as an amendment to the contract, and will be required, at City's discretion, to the extent City's advertising budget has been increased.

C. Laws and Policies

In the performance of the advertising services agreement, the selected successful proposer shall abide by and conform to all applicable laws and rules of the United States, State of Oregon, and the City of Baker City.

D. Costs Incurred by Proposers

All costs of proposal preparation shall be the responsibility of the proposer. The City shall not, in any event, be liable for any pre-contractual expenses incurred by proposers in the preparation and/or submission of the proposals. Proposals shall not include any such expenses as part of the proposed budget.

E. General City Reservations

City reserves the right to extend the submission deadline should this be in the best interest of the City. Proposers have the right to revise their proposals in the event that the deadline is extended.

The City reserves the right to withdraw this RFP at any time and will notify proposers that the solicitation has been canceled. The City makes no representation that any contract will be awarded to any proposer responding to the RFP. The City reserves the right to reject any or all submissions.

If in City's judgment, an inadequate number of proposals are received or the proposals received are deemed non-responsive, not qualified, or not cost effective, the City may, at its sole discretion, reissue the RFP, or execute a contract with the next highest ranked proposer, or to cancel this solicitation, all subject to compliance with City's public contracting rules.

City reserves the right, subject to the City's public contracting rules and applicable statutes, to reject any and all proposals and to waive any minor informality when doing so would be advantageous to the City.

F. Additional Information

- All submissions will be reviewed by the Baker City City Council.
- Shortlisted applicants may be invited for an in-person or virtual interview.
- Baker City reserves the right to reject any or all proposals.

G. Termination

Any contract awarded pursuant to this RFP may be terminated by the City, with or without cause, upon notification by the City to the successful proposer.

H. Proposer's Contact for Information

Proposers may contact Kara Miller, Community Development Coordinator, with any questions regarding the scope of work of this RFP at:

Kara Miller, Community Development Coordinator
City of Baker City
PO Box 650, Baker City, OR 97814
541-524-2043
communitydevelopment@bakercity.gov

Prepared For

Baker City

Tourism Marketing and Promotion Services

HUB

**Right-sized, collaborative,
experienced, woman-owned,
industrious, fun, curious.**



August 29, 2025

Cover Letter

Dear Kara,

HUB Collective enthusiastically submits for your review our proposal to be the region's strategy and branding agency. HUB has a wealth of experience collaborating with cities, towns and counties to create compelling, authentic brands, strategic messaging, and communication plans to facilitate awareness and engagement. We are excited about the potential of working with you to promote and market Baker City in a way that plays to your strengths, respects your community, and builds in long-term, sustainable approaches to success.

In the following pages you will learn more about HUB and how we work with our clients to discover the attributes, emotions and aspirations that will be the cornerstone of your brand and strategy. You will see examples of other municipalities that we have worked with, and the results of these efforts in our work samples. And you will find our working approach, along with our cost estimate.

Founded in 2004, HUB is a woman-owned agency of creative strategists and designers. With a diverse client base that spans companies, tourism, higher education, government agencies, and nonprofits, we work with each partner to carefully craft strategy, branding, and messaging that expands their reach. We tackle tough challenges with enthusiasm and think outside the box to discover and create the most effective means to attract your audiences and reach your goals.

As you review our proposal, we hope you see the potential of collaborating with HUB and entrusting in us your voice, your vision, and your aspirations. We feel that it is through true collaboration and respect that we create beautiful, strategic solutions that are authentic to you. If this approach to creative development works for you then we look forward to getting started!

Sincerely,



Jennifer Guibord

Director of Creative Development
jen@hubltd.com
503-222-0165

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Hi, we're HUB.

We can help with **culture and identity**: who you are, what you do, and why somebody (the right somebody!) should care.

Some people call this comprehensive brand strategy.

We like to think of it as **getting to the heart of the matter**.

Great work for 21 years

We are planners and strategists. We will help you define success and develop a roadmap to reach it. We know how to make a lot from a little or how to distill the essence from an ocean of content. And we have the design chops. You name it, we've designed it. From identities to exhibits to websites, we make it beautiful and engaging.

Six employees

Our team is nimble and accessible. And there's no B-team. You get only the best.

Portland, Oregon

We're one office with an international reach. We love working with local organizations and communities and companies far away (like Switzerland or Rwanda).



Success looks different here

Whether you need a strategic communications plan, a comprehensive brand, or compelling postcard, we partner with clients to find and capture the big idea, bring it to life, define success, and provide the roadmap to get there.

With honesty, daring, and fun, we partner with each client to figure out how the right plan and great design can get them where they want to go. Getting there involves embracing the both-and...

both  **and**

Approachable

We aren't going to impress you with all the three-letter acronyms we know. Design is for everyone!

What's New

We look out for trends and future insights so you're ahead of the curve.

Formally Beautiful

Smart thinking comes to life when beautifully designed.

Doing it Differently

Sometimes the road less traveled pays off. We are unafraid of trying something new if it leads to a better process and result.

Hard Work

Skill and creativity are essential, but good stuff comes out of making and researching and thinking and writing and talking...

Straight-Talk

We'll tell you (tactfully!) if your idea is way off.

What's Best

Some things have stood the test of time because they're the best. We won't sacrifice them for something else simply because it's shiny and new.

Conceptually Smart

Empty beauty is useless. We make sure our designs have meaning behind them.

Doing it Efficiently

We know how to make a lot from a little. Big or small, we are personally invested in the outcome of every project we tackle.

Fun

We're serious about what we do. And we guarantee you'll smile, laugh, and maybe squirt water out of your nose along the way.

We help with...

strategy + design

comprehensive brand strategy

Your brand is more than a logo and a tagline. Having a strategy that combines visual look-and-feel, tone-of-voice, organization goals, marketing, and communications planning makes your brand a powerful tool and you an expert in how to use it.

marketing

Who's seeing your brand message? How? Where? Why? We'll craft a strategy that sparks excitement and action from your audience.

communications

What's the plan for getting the word out? How often are you emailing, sending out mailers, using social media? We'll lay the plan out with easy steps.

campaigns

Not just for politicians; meaningful connection requires the right timing and delivery.

research

Analyze the competition, research relevant trends and futures, understand your target audience.

content development

Before you work on how to say it, you need to know what it is. Define the right messages and subjects.

copywriting and editing

Communicate in the right tone of voice. Keep the essential words and nix the fluff.

destination assessment

Want to attract tourists or new business? We can help define your biggest assets and challenges.

project management

Lots of moving parts? Tight budgets and deadlines? We've got managers who make spreadsheets for fun.

branding and identity

Not just logos, but entire visual systems to cohesively and beautifully represent your brand.

package design

Why would they buy it if the container is ugly?

print design

Brochures, postcards, billboards, letterhead, magazines, books—anything ink plus paper.

web design

As much time as we spend online you better have a beautiful, informative, experiential presence.

environmental design

Any sort of space a body inhabits. Could be a trade show booth, building wayfinding, interior design.

exhibition design

Tell a story about history or science, or display art. We make sure it looks its best and create an awesome experience.

presentation design

Need to impress the big wigs? Wow them with a kick-ass presentation.

custom objects and items

Sometimes you just need a weird box, or a trophy, or a bandanna, or a burrito costume. We won't judge.

illustration and infographics

Say something really important and dense and complicated in a simple, visual way.

production design

Got a design already? Just need a new document to look like something else? We can do that too.

We love our clients

We deliver brand strategy, planning, messaging, and gorgeous design for clients like these. All of them are trusted creative partners. Most of them are repeat customers. Our ability to move seamlessly from big to small, from community to company, means we cross-pollinate our expertise and approach rather than getting bogged down in the same procedures.



communities

BIG

Portland, OR
Salt Lake County, UT
Snohomish County, WA
Wasatch County, UT
Greeley, CO
Attleboro, MA
Walla Walla, WA
Truckee, CA
Fredericksburg, VA
Stanton, CA
Pleasant Hill, CA
Prosser, WA
Carbon County, UT
Ellsworth, ME
Green River, UT

SMALL



nonprofits

UNICEF
Mercy Corps
AFSCME
Global Fund for Women
Survivor Justice Action
Justice & Joy National Collaborative
Museum of the Moving Image
Child Aid
The Red Door Project
Women's Foundation of Oregon
Tacoma Film Festival



companies

Nike
Mars
Mattel
adidas
Sodexo
Pepsi
Farmer Brothers
Hawaii Coffee Company
Umpqua Bank
Community Development Partners

GLOBAL

LOCAL

Meet the Team

Our team wears many hats. Most sit squarely in **strategy, creative, and project management** and many fall outside those lines. We share project loads depending on the work required putting the most well suited at the helm. Projects are assigned one point of contact to help things run smoothly through the duration of a project.



Lindsey Charlet

CEO & Creative Director

Tenure at HUB: 20 years

As the executive leader for all studio engagements, Lindsey makes sure that everything's on brand and executed at a premium level. For her, there's nothing better than bringing a great idea to life and then watching it resonate with the audience.

Key Projects: Pleasant Hill, Fredericksburg, National Crittenton, Child Aid, Linfield University

Client Work: Lead discovery, drive connection and creative, executive oversight

Expertise: advertising, marketing, brand management, executive oversight

Education: BFA, Graphic Design Pacific Northwest College of Art

Work Experience: Freelance Designer, Nike; Second Story



Jen Guibord

Director of Creative Development (Lead Strategist)

Tenure at HUB: 9 years

Jen provides strategy, vision and leadership for the studio's projects. Well-versed in creating powerful content-rich experiences, Jen seeks out opportunities to engage audiences in new and compelling ways.

Key Projects: Stanton, Truckee, Pocatello, Greeley, Prosser, Ellsworth, Snohomish County, Utah Counties, Fredericksburg, Walla Walla

Client Work: Discovery workshops, concept development, messaging, content development

Expertise: strategic planning, brand frameworks, copy writing, digital services, web development, messaging & copywriting

Education: BA, Anthropology St. Lawrence University

Work Experience: Studio Director & Producer, Second Story; Research Assistant, Smithsonian Museum of Natural History



Bryan Buenacosa-Brooks

Strategy & Management (Account Manager)

Tenure at HUB: 8 years

As a creative strategist, Bryan Buenacosa-Brooks regularly helps clients solve long-term strategy and vision challenges. A skilled wrangler of people, deadlines, and details, he balances big-picture thinking with finely calibrated management so jobs run smoothly from concept to completion.

Key Projects: Stanton, Truckee, Pocatello, Greeley, Prosser, Ellsworth, Snohomish County, Utah Counties, Fredericksburg, Walla Walla

Role: Lead strategy, drive data and systems, challenge creative

Expertise: Concept development, brand strategy, copy writing, project management

Education: Master of Architecture, University of Washington

Work Experience: Americorps VISTA, Epicenter (nonprofit rural design center in Green River, UT); Studio Instructor, University of Washington



Makenna Sullivan

Senior Designer

Tenure at HUB: 6 years

Makenna takes pride in her ability to approach each project as its own unique challenge, seeing all sides of a problem before implementing the most logical and beautiful solution through brand identity, type, illustration, packaging, web design, user experience, or something completely new.

Key Projects: Stanton CA, Carbon County UT, Beaver County UT, Fredericksburg VA, Walla Walla WA

Expertise: brand development, illustration, user experience design, infographics

Education: BFA, Design & Digital Media Laguna College of Art & Design



Colleen Fulford

Senior Designer

Tenure at HUB: 10 years

Colleen believes that extraordinary ideas come to people who aren't afraid to take chances. Her specialties span brand identities, collateral, publications, typography, packaging, installations, motion design, and pre-press preparation.

Key Projects: Morgan County UT, Emery County UT, Fredericksburg VA

Expertise: logo design, advertising, marketing, brand management, mood boards

Education: BFA, Applied Visual Arts & Graphic Design Oregon State University



Ruvini Wijesekera

Designer

Tenure at HUB: 4 years

Ruvini chose design to address challenges through a visual media. She specializes in brand identity, packaging and illustration and enjoys creating simple, thoughtful and holistic brand systems. She brings a love of nuance and refinement to each of her projects.

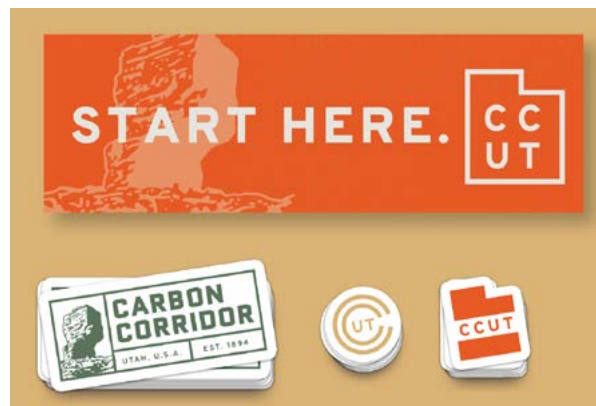
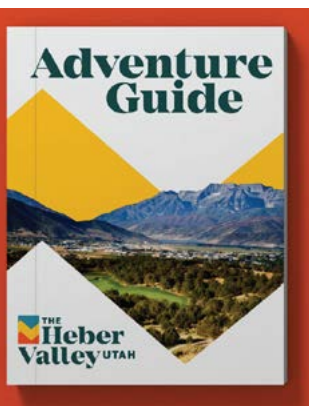
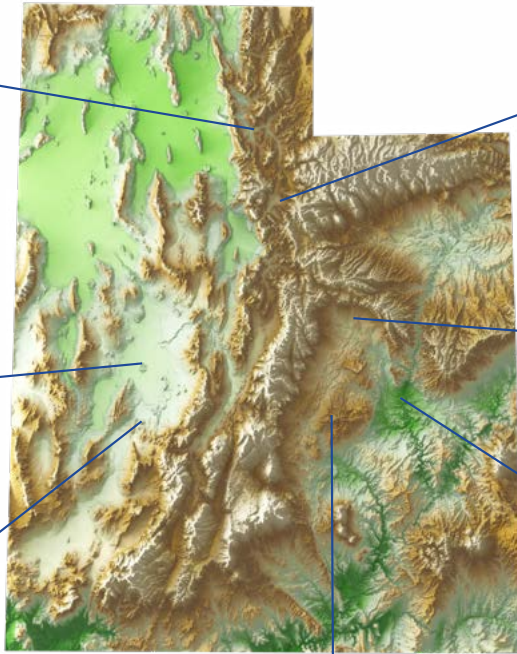
Key Projects: Stanton Ca, Millard County UT, Pocatello ID, Truckee CA

Expertise: Brand & Identity Design, Graphic Design, Animation & Video Production, Typography, Iconography, Art Direction

Education: BA, Graphic Design Loyola University, New Orleans

Utah Rural Tourism

No one visits a county. But outside of Salt Lake city, ski country, and its national parks, Utah was marketing itself as exactly that: a bunch of counties with some cool stuff in them. HUB partnered with the Utah Office of Tourism to remedy the situation. We worked with six counties and one city (equivalent to 20% of the area of the State) to develop compelling, authentic tourism destination brands and marketing strategies that found unique and competitive positions for each place. We subsequently continued work with several counties to develop year-round marketing and crucial collateral like visitor guides and websites.



Carbon County, Utah

Tourism Branding & Strategy

Carbon County, Utah, lies in a cliff-bounded valley on the western edge of the Colorado Plateau. As the future of coal power becomes increasingly volatile, the county is searching for opportunities to bolster economic sustainability to maintain their way of life.

HUB encouraged the county to lean into its history with coal and its proximity to major attractions just south of them. Each community in Carbon County offers amenities or experiences that create a notable experience for those traveling to Southeast Utah. These communities are also located in a line along US 6 and SR 123—a corridor of sorts. The Carbon Corridor designates Carbon County as a convenient, linked system of communities that make a memorable stopover or basecamp while exploring Southeast Utah.

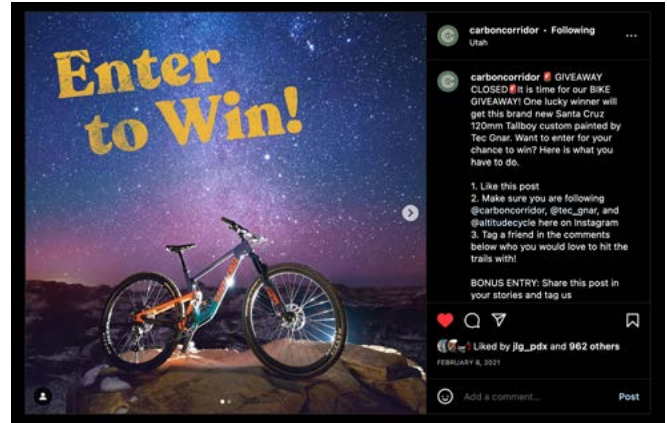
With this framework established, we began developing a visual identity, messaging, and tone of voice that fit the Corridor. The look and feel of the brand drew from the County's historic built environment and history, embracing the textures, colors, and details of historic brick buildings, hand-painted signage, and industry.

Messaging and tone focused on framing the Corridor as a basecamp of sorts to begin any adventure into Southeast Utah, highlighting a variety of activities and the Corridor's proximity to major attractions. This led to a marketing plan fueled by the vision that tourism is a healthy and integral part of a sustainable economy for the county—that it brings revenue into the county without compromising quality of life.



Carbon County: Marketing Integration

Depending on the client budget, we do have a wide variety of examples for how we execute any paid campaigns. Here's a few we've done with Carbon County, Utah:



The Bike Giveaway: In partnership with a local artist and local bike outfitter we used this campaign to raise brand awareness in the mountain biking community, and educate riders about the trails available in our area ahead of the spring biking season. HUB managed bike procurement and production timelines, along with art directing photography and videography remotely. Throughout the bike production HUB kept social audiences up-to-date with photo and video content, giving followers a feeling that they were getting a peek behind the curtain. At the culmination of the 2-month campaign, followers entered to win the custom one-of-a-kind bike. Overall the campaign resulted in a 100% increase in Instagram followers who closely aligned with the area's target-market.

AAA Via Newsletter: HUB managed the media buy, copywriting, and photo selection to be featured in the February 2023 Via Digital e-Newsletter for the Northern California, Nevada, Utah, and Arizona Market, reaching the inbox of nearly 1 million AAA members. This campaign focused on enticing road-trippers to visit the area on their spring and summer vacations.

Road Tripping: Using existing photos from the client's archive, on-brand animation techniques, and in-house vocal talent, we created a video ad to drive traffic to the client's website as part of a general area-awareness campaign. Video ad was released on Facebook and Youtube, receiving over 2k clicks to the website and over 120k total views.



Every year thousands of visitors drive south from the Salt Lake City area to the southern Mighty Five. As if on auto-pilot, they pass countless small towns, dirt roads, and local eateries along the way. But if you slow down and build in some detours, you'll get to experience some of the best that rural Utah has to offer. Here's what to see and do in the Carbon Corridor, centrally located about halfway between Salt Lake City and Moab.

Wasatch County, Utah

Tourism Branding & Strategy

40 minutes from Salt Lake City and just south of Park City, Utah's ski hub, The Heber Valley stretches along the back of the Wasatch Mountain range and up into the wilderness of the High Uinta Wilderness. The Valley is full of things to do—hiking, biking, ATVing, fishing, swimming, backpacking, scenic train-riding, golfing, skiing, snow-tubing—an Olympic history (hosting the 2020 cross-country events), and up-and-coming fine dining already attracting visitors. Yet the county lacks a central 'there,' a simple place a visitor can grasp as a destination. To complicate things, the towns and attractions that do exist appeal to a wide range of audiences.

To date, the Heber Valley has focused on families coming from the Wasatch Front for a weekend getaway. Based on our assessment of what the Valley has to offer, along with the fact that visitors from the Wasatch Front are flooding the Valley's state parks to capacity, we suggested a shift away from local marketing. Instead, the Valley should attract three distinct audiences: the elite outdoorsperson tired of the prices and crowds of Park City, families visiting from the East Coast, Midwest, or South, and backcountry adventurers from neighboring states looking for unique experiences in the wilderness on the fringes of the Valley.

To support this strategy, we designed a visual system of logos for three geographic areas associated with each audience. When put together, the three geographic logos form a complete picture of The Heber Valley in its entirety. This system provides the Valley with the flexibility to respond to the right audiences with the right message and brand while maintaining a sense of cohesion across the entire county. It's an ambitious approach, but the recent growth and interest in the Valley has proven visitors are searching for what the Valley has to offer them, and this strategy does that easily and persuasively.

OUR VOICE AUDIENCES

ELITE OUTDOORS PERSON

Value luxury and name recognition but will still take a bargain. May value open space/privacy that all-in-one resort can offer that is harder to find in bustling Park City. Will be attracted by ease of access to Park City, Deer Valley, Mayflower, and Sundance that the Heber Valley provides. Pleased to find "the new thing" or the "smaller, quieter" place with competitive amenities.

THE VALLEY'S EDGE

GEOGRAPHY: eastern edge of the Wasatch Mountains from Deer Valley to Sundance

AUDIENCE: elite outdoorsperson

FOCUS: amenities

THE 50/50 FAMILIES

Looking for activities that speak to adventure but not in need of a rugged, wilderness experience. Ziplining, biking, ATVing, boating, hiking, snow-tubing, snowmobiling, etc. Some may stay in the resorts, but others are happy with the national brands in Heber City. Willing to spend money for good value.

THE HEBER Valley

GEOGRAPHY: the Valley proper from Jordanelle to Deer Creek Reservoirs

AUDIENCE: 50/50 Family

FOCUS: Activities

BACKCOUNTRY ADVENTURER

Looking for hunting, fishing, and backpacking, getting off the grid but stopping in town for supplies and dining. Strawberry Reservoir, Daniels Summit, Uinta Wilderness are all draws.

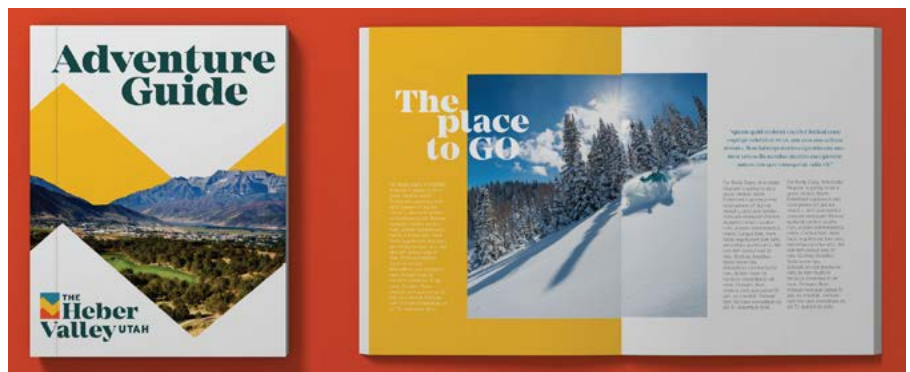
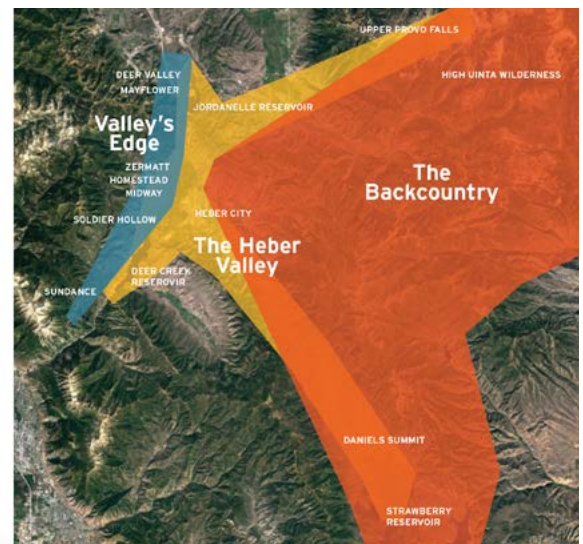
THE back country

GEOGRAPHY: the wilderness of Strawberry Reservoir and the Uinta Mountains

AUDIENCE: Backcountry Adventurer

FOCUS: Experiences

BRAND AUDIENCE BY GEOGRAPHY



Beaver County, Utah

Tourism Branding & Strategy

The southwest corner of Utah boasts a trove of geologic wonders that draw international crowds—Zion and Bryce National Parks and Grand Staircase-Escalante and Cedar Breaks National Monuments to name notable attractions.

Just to the north of the hubbub, Beaver County stretches over multiple mountain ranges and valley floors, and, without a national park designation, the land remains lightly trodden. Undiscovered by the throngs of vacationers and sightseers. Those who call Beaver County home want to keep it that way. So we helped them develop a tourism brand and plan that would strategically control tourism growth in a way that contributed to economic sustainability but didn't overtake the open land they love.

And without a national or state park, the county couldn't compete with its southern neighbors anyway. So, we encouraged them to lean into their undiscovered qualities, the fact that a visitor could find a last-minute campsite in the middle of nowhere rather than book a crowded lot a year in advance. Or that extreme thrill-seekers could find their way to some of the states highest peaks, compete in a grueling bike race, or hang glide clear to Wyoming. Beaver County is Utah. Pure and Simple.

But no one visits a county. And the cities lack tourist-centric amenities—plus, the locals didn't want to be bothered with tourists anyway. So we developed a brand that focused on the truly special parts of the county: its mountain ranges (all five of them). Together, these ranges—The Ramblers—form a veritable playground for all sorts of outdoor activity. Even better, visitors can find things to do in The Ramblers in any season. Those activities wouldn't draw huge crowds, and our marketing plan encourages the County to seek smaller, clearly defined audiences who will appreciate the open and traditional environment and lack of crowds.



UTAH. PURE AND SIMPLE.



**CLIMBING.
PURE AND
SIMPLE.**



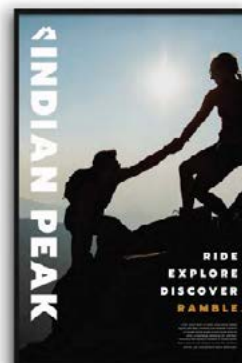
**SKIING.
PURE AND
SIMPLE.**



**BIKING.
PURE AND
SIMPLE.**



**FISHING.
PURE AND
SIMPLE.**



Millard County, Utah

Tourism Branding & Strategy

Covering a massive area between I-15 and the Nevada border, Millard County is a lot to take in. Its sparse population and lack of developed tourism resources also mean it's not for everyone. But for the right kind of person, it's heaven on earth.

To develop a tourism brand and strategy to attract that just-right tourist, HUB first met with the local communities to hear what they wanted to get out of tourism in the county. Plus, we saw as much of the massive square mileage as we could in a few days. Based on those insights, we defined a few audiences that would feel right at home here:

SELF-SUFFICIENT EXPLORER- Seeking out adventure and prepared for the pitfalls associated with that.

THE COLLECTOR - They will go the distance to see or do something that is on their list. Amateur to Expert level.

INSIDE TRACK-ER - Seeking out the lesser known events, destinations, and experiences. Amateur level.

SOLITUDE SEEKER - Those looking to unplug in the expanse.

With those defined, we also articulated our brand pillars: real, rugged, expansive, impressive, and rewarding. From there, we developed brand messaging and visuals that brought those pillars to life in a way that speaks to our audiences. We also needed to develop a name for the destination, since no one visits a county. We settled on The Great Basin Territory of Utah. It's a bit of a mouthful, but it accurately describes the reality of the place and can be shortened to "The Territory." The primary tagline, "The Real Land Before Time" speaks to the age of the landscape and all the fossils and ancient formations to be found throughout the Territory.



Green River, Utah

Tourism Branding & Strategy

Green River is a rural city just off the beaten path, at the edge of the Southwest frontier land. Gritty but well-lived, the uncrowded oasis is rich in history. HUB recently worked with the city to create a brand identity and messaging with the goal of instilling pride in residents and promoting the city as a tourism destination.

We aligned and defined the story of Green River to lay the foundation that highlights the character of the region and celebrates the city of Green River as a tourist destination. Who should Green River focus on attracting? First we created a subtle shift in how we identify the Green River tourist.

We looked for the intersection of the Green River persona and the brand essence to build visual design mood boards, to craft a new written voice, and to create a marketing plan. Supported by the narrative distilled in our previous steps, we defined a look and feel: “artful, modern, industrial.” This language and voice communicates the values of the persona and lays the foundation for the city-wide identity system. Green River’s identity system is integrated into a wide array of content and media. We worked closely with Green River to ensure each touchpoint is true to the city’s vision of sharing its land, culture, and history.

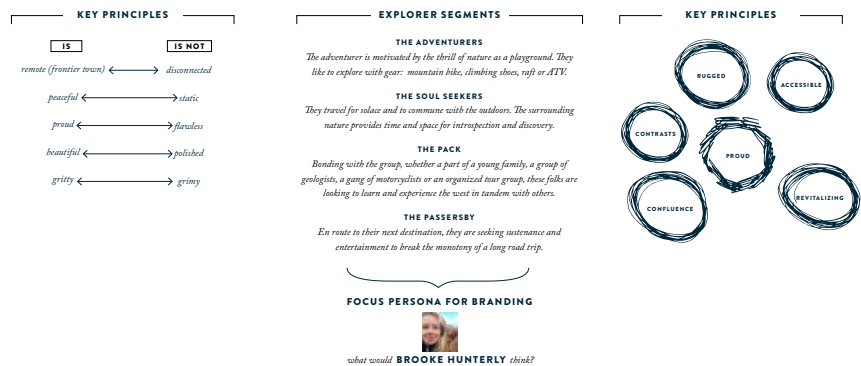
HUB worked with Green River to foster sustainable economic growth in the tourism sector while preserving the character and small city feel. We created a plan for rolling out the brand across marketing activities.



GREEN RIVER — PHASE ONE SUMMARY SHEET

BRAND ESSENCE (reason for being for the Green River brand)

CONFLUENCE OF AUTHENTIC HERITAGE & INVIGORATED CULTURE



Walla Walla, Washington

Tourism Master Plan

Walla Walla is known for its wine, and there's no shortage of tourists traveling specifically for wine tasting experiences. But the City and region had no official plan for tourism growth or management. They had simply said 'yes' to the right opportunities to grow visitation. HUB worked with the City and tourism stakeholders to put together Walla Walla's first 10-year master plan.

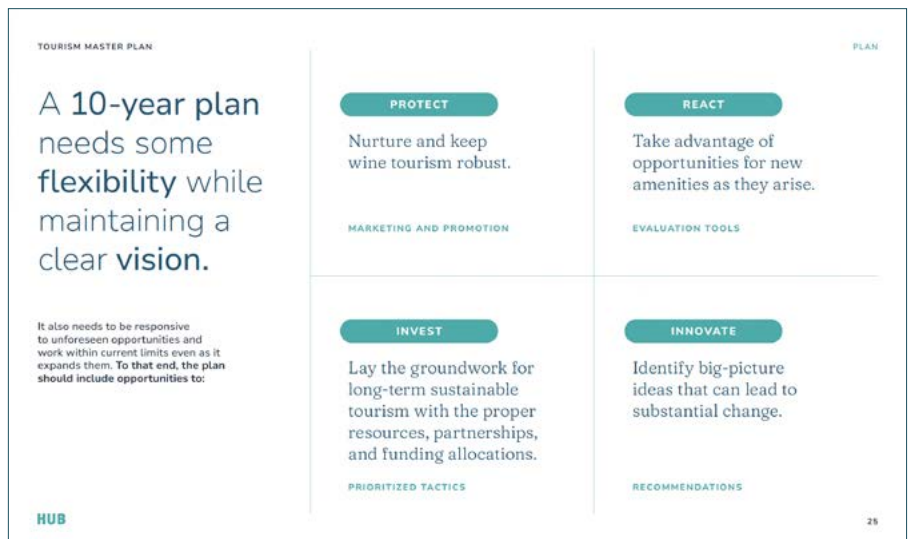
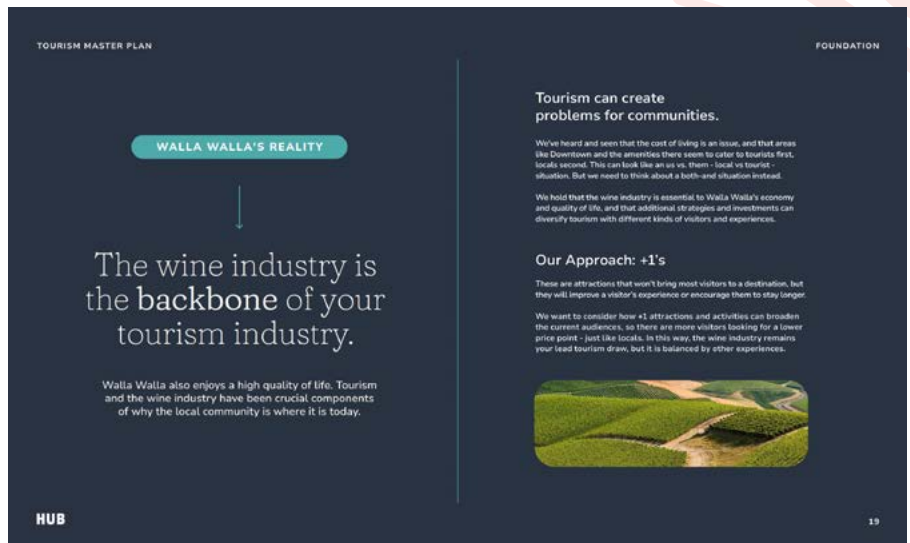
We began with engagement and outreach that gathered ideas and input from the local community, city leadership, and those in the tourism sector. Based on that feedback and on analyzing trends and audiences related to what the city has to offer, HUB began outlining the plans' goals and concept of success: find ways to sustainably encourage tourism growth that balances out Walla Walla's core attraction (wine). To do this we introduced the idea of +1s - attractions and activities that won't bring someone to town, but will encourage them to lengthen their stay, come back again, or come with different (or more people).

The core elements of the plan include

- marketing and promotion recommendations that protect the wine industry
- Evaluations tools that allow the team to react to new opportunities
- Prioritized and phased tactics that lay the groundwork for sound investment,
- Innovative recommendations that could lead to big change.

This innovative recommendations included expanding the city's audience types and focusing on ways to nurtured specific districts within the city.

The plan also outlined clear guidance and recommendation for the City's Lodging Tax Advisory Committee.



Prosser, Washington

Tourism Assessment

Located in the heart of Washington's burgeoning wine country, the small city of Prosser boasts a rich agricultural history, miles of vineyards and orchards, and a significant concentration of tasting rooms. The City engaged HUB to deliver a tourism and community assessment that would serve as a foundational document to inform future improvements and strategies.

HUB spent several days in town navigating the city as a tourist might and then met with local community leaders and business owners to gain a deeper understanding of the place, its challenges, and opportunities.

HUB then distilled its research and findings into a 60+ page report evaluating what Prosser was doing really well and where it needs improvement. This included extensive analysis of wayfinding, sense of place, walkability, curb appeal, geography, attractions, amenities, events, and marketing materials. We identified issues, defined opportunities, and gave recommendations for each category.

HUB also included a statement of potential and recommended next steps for all key players, including City, County, nonprofit, and business groups.

WAYFINDING



At this distance, the main goal is to get people downtown or to Vintner's Village. Reducing the number of items on each wayfinding sign ensures visitors focus on the most important things and increases the likelihood that the sign will be helpful.



Again, this is too detailed at this point in a visitor journey. Neither of these is a main attraction, so just getting someone downtown (at which point, they will have passed the giant 'Chukar Cherries' sign on the actual building) will get the job done.

Physical Wayfinding's Purpose in a Digital Age

You may be wondering, in the age of GPS-guided digital mapping, what purpose does physical wayfinding serve when visitors type an address into their phone and have a computer guide them to their destination? Physical wayfinding serves two important functions that a map app can't provide:

It establishes what is important. If someone took the time to create a wayfinding system for a district or attraction, it suggests to a visitor that there's something interesting they should see.

It entices and guides spur-of-the-moment visits. Map apps are great—as long as you know where you want to go. Physical wayfinding fills in when visitors have no set plans or when they have a sense of curiosity about what to do next.

In-Town Signage: Simplify Content and Clean Up Placement

Throughout town blue signs (primarily for Ben's Tavern) direct visitors to specific amenities. We were told by the City that these are slowly being taken down, and we agree this is the right call. Unless you have a singular attraction that is drawing people to the area, highlighting individual businesses, attractions, or amenities provides too granular a level of wayfinding. When someone has just gotten off the interstate and is heading south on Wine Country Road, it's more important to direct them toward downtown or Vintner's Village than to specific downtown businesses or tasting rooms—they'll find those on their own if they're enticed enough to park and explore the area on foot.

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ATMOSPHERE, WALKABILITY AND CURB APPEAL

Walkability

Like most small towns, downtown is the primary district built and maintained with walkability top-of-mind. The size of blocks and density of businesses made downtown easy to walk and fun to explore. One could wander into the historic residential area south of downtown and go for a scenic walk as well, though the opportunity to reach a destination or find something along the way is less likely. Outside of these areas, the city feels much less walkable. The Centennial trail and various sidewalk networks in places like Vintner's Villages and Vintner's Gateway do indeed make it safe and straightforward to walk about, but the density and layout of these areas does not encourage a person to walk unless they need to do so. A crucial section of sidewalk that would connect the Gateway to the Village on Merlot Drive is also missing (the RV Park even mentioned this as a downside since their guests are within easy walking distance of the Village but must resort to an unofficial trail through a field for safety).

HUB



Above, Vintner's Village (left) and downtown Prosser (right) are shown at the same scale. The density of businesses, layout of parking, and built environment encourage walking and make it easy. At Vintner's Village, eight businesses take up nearly the same amount of space as the entire core of downtown. Naturally, this is related to the focus and needs of those businesses, but this lack of density, the layout and on-site parking make this a much less walkable area. The same goes for Vintner's Gateway and other areas north of the river.

The length of Cabinet Court from the intersection of Port Ave to the roundabout
The length of 6th St from the intersection of Bennett Ave to Dudley Ave

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SENSE OF PLACE



Cities and communities rarely provide a unified sense of place.

Rather, certain neighborhoods and areas exude their own unique character, so memorable and many not. In Prosser, a system of boundaries shapes how a visitor or local experiences these different places and how they relate to one another.

These include roads like the interstate, state routes, and Wine Country Road, the river, the railway, and the ridge line of the Horse Heaven Hills. Crossing these boundaries may not be a conscious action on the part of the visitor, but they do subtly reorient and refocus a visitor's perception of what is important and when they have arrived somewhere. For example, a visitor exiting the interstate and traveling south on Wine Country Road toward downtown crosses three distinct boundaries—the river, Wine Country Road itself, and the railway. Each time a boundary is crossed, the expectation and anticipation of having arrived "there"—the center of something increases. In this case, these three boundaries serve to wrap downtown in invisible spatial layers, bestowing on it a sense of importance and meaning. This is reaffirmed by the next set of boundaries a visitor encounters—the robust tree line of Dudley Avenue (signaling the end of downtown) and SR-22 which definitively signals one has reached the southern boundary of town.

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References

Heber Valley

Wasatch County, Utah

Primary Contact:

Dallin Koecher

Executive Director
Heber Valley Tourism

(435) 654.3666 ext13
dallin@gohebertvalley.com

Summary Statement:

Just over the mountains from Salt Lake City and right down the road from Park City, the Heber Valley is a prime tourism destination in all seasons.

HUB and the county created a cohesive identity and visual foundation for the region. This project includes creating a comprehensive brand strategy for three unique audiences, identity, for the region and subregions, marketing campaign, various pieces of collateral, and ongoing marketing initiatives.

Carbon County

Price, Utah

Primary Contact:

Tina Grange

Tourism Specialist

(435) 636-3701
tina.grange@carbon.utah.gov

Summary Statement:

Carbon County, Utah, lies in a cliff-bounded valley on the western edge of the Colorado Plateau. As the future of coal power becomes increasingly volatile, the county is searching for opportunities to bolster economic sustainability to maintain their way of life.

HUB and the county created a cohesive identity and visual foundation for the region. This project includes creating a comprehensive brand identity, marketing campaign, and various pieces of collateral.

Additionally, HUB managed ongoing marketing initiatives like social media strategy, campaigns, and the creation of a visitor center for the four years.

Visit Walla Walla

Walla Walla, Washington

Primary Contact:

Guy Glaeser

Executive Director

(509) 730-6684
director@wallawalla.org

Summary Statement:

Walla Walla is known for its wine, and there's no shortage of tourists traveling specifically for wine tasting experiences. But the City and region had no official plan for tourism growth or management. They had simply said 'yes' to the right opportunities to grow visitation. HUB worked with the City and tourism stakeholders to put together Walla Walla's first 10-year master plan.



Ready. Set. Go.

The Opportunity

Baker City has a lot going for it. Its beautiful location, Oregon Trail history, historic architecture, and vibrant events are fantastic enough. And then there's your location primely positions on I-84 as the gateway to Eastern Oregon's treasures like the Wallowas, Hells Canyon, the Elkhorns...

Getting more people to see Baker City as a destination from which they can explore all these things requires a smart, thoughtful brand that understands your audiences - who is going to love it here? Once we understand that, marketing and communications fall into place. It's hard work, but also a lot of fun.

We've got you!

As your partner on all things branding and strategy, we foster collaboration and dig deep to understand the main motivators for both you and your audiences.

Our approach is collaborative and iterative. We don't come in with a big idea that we sell to you. We work with you to discover who you are and who you aspire to be. We recommend, we revise, and we refine until we align. Then we create a brand that embodies all that we have learned, paired with a strategy for marketing and promoting it.

Redefining Success

At HUB, we live by the mantra that success looks different here. We don't take for granted that success involves the shortest route to the biggest growth possible. Many of our tourism clients have been very rural communities with fragile economic states that want to see tourism bring a little more stability but not major upheaval in their way of life.

The same goes for thinking about success through the lenses of sustainability. We are most curious about what that looks like to your community, and how they would know success when they see it. From there we can build a brand system and strategy that prioritizes more than just heads in beds or economic growth.

We also encourage our clients to embrace how they can differentiate themselves. Doing so means certain audiences may pass you by, which is why we want to define exactly the right kind of audiences that will both love their visit to Baker City and reinforce your larger tourism goals through their behavior and motivations.

Working from Afar

Though we may be 300 miles away, our regular work with out-of-state clients gives us the confidence, experience, and know-how to get the job done no matter

where we are. Our work balances phone calls and video conferencing for client check-ins and working sessions. We will also take strategic, in-person trips to maximize orientation and connection to the city and key stakeholders.

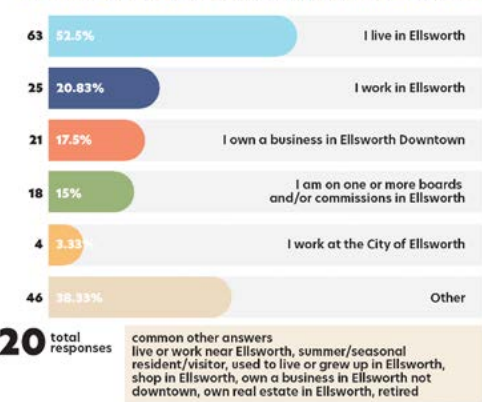
OUR PLAN FOR Baker City:

- Listen to your stakeholders and community members. What's important to them in this process? How can we meaningfully work together every step of the way?
- Say the hard things and ask the difficult questions - then listen and learn from your answers.
- Embrace universal truths about destination development while capitalizing on the attractions, amenities and essence of Baker City.
- Think long-term. What kind of plan leads to a stable, vibrant destination?
- Define what makes you unique, and balance where and how you should compete and differentiate with similar areas and destinations.

Outreach & Engagement



	PAST	P3 WORKSHEET	PRES
	Many older residents thought New York State, period, had the best times Back when country music little a country-western	Country friends & State	
	Many were blind, blind we didn't had had blind blind ships, can, right light, usually, per person smooth.	1/6 cars 100 Ann blind go	
	Blind part of an history, past	1/6 blind	
current	"You're from" shopping (don't in city residents little of a living)	Wade faith 1/6	



Gathering community input

Planning and brand projects involve many stakeholders with lots of opinions, and we want to hear them all! Whether we are crafting a strategic vision or complex master plan, we need to hear everyone's side of the story and understand what they value and what concerns need addressing. And not everyone wants to engage the same way. That's why we use a variety of methods to ensure a depth and breadth of responses that will be truly valuable.

These include public workshops with hands-on and off-the-wall activities that charm the skeptics and get the introverts talking, broad surveys for those who need to participate on their own time, focus groups of three to five for intimate discussions, one-on-one interviews with key stakeholders whose buy-in is essential, plus more on-the-fly approaches like an in-person polling popup at a local coffee shop.

Hearing from everybody

Good public engagement means we hear from a lot of people, sure, but that we also hear from a diverse

representation of people. When we start planning our engagement process, we talk with our clients about the hard-to-reach stakeholders - those who may not attend a city-sponsored workshop or take a survey - and discuss the best ways to reach them. This approach often leads us to visiting high school classes to get the opinion of young people, attending breakfast meetups for seniors who don't get out much, or coordinating with community groups so that we can host a workshop or activity at an established location where an underrepresented group might feel safer or be more likely to visit.

Unifying diverse voices

We distill all the feedback and research into a cohesive findings report that drives the development of the overarching vision and messaging. If our findings point out that we're still missing an important voice, or if it raises more questions we need answers to, we'll work with the client to figure out the best way to get that information before moving on.

Phase I: Discovery, Research, Insights

First, we listen and learn. We'll have a formal kick-off, with all the core decision makers present, where we discuss the project with the goal of reviewing the scope, refining details and timelines, and finalizing the execution strategy. Paired with working sessions, we will learn and analyze the context of your goals.

Based on our initial research, we will solicit insights and feedback from stakeholders, and make a plan around community engagement. HUB works to distill our learnings into a strategy from which we craft your visual identity and market strategy.

ANTICIPATED MEETINGS:

- Bi-weekly Core Team Meetings (1 hr)
- 2-4 Days On Location Meetings with Stakeholders, Communities Members, etc.

DELIVERABLES:

- Brand audit/engagement findings
- Brand Development Strategy (personality, promise, positioning)

TIMELINE:

6-8 weeks

LEARN YOUR STORY

First, we evaluate any existing branding and messaging, as well as any other studies, products, surveys and audits that might provide additional insight.

We will visit in-person to experience the city as a tourist, as well as to engage stakeholders in fun exercises that will further reveal the brand essence of the area. Through this series of exercises and interviews to bring to life the community's core principles and characteristics. We want to understand the current relationship to and sentiment about tourism in the region, and what the desired outcomes for a tourism plan would be for visitors and locals.

MARKET ANALYSIS

Conduct a competitive analysis. Define what others are doing to understand where Baker City belongs in the larger tourism landscape and how you can innovate and differentiate.

We compile a series of branding case studies of similar areas from which we can draw inspiration and understand ways Baker City can capitalize upon its unique qualities. We will also analyze national and international travel trends to anticipate how Baker City continues to be a relevant player.

DEFINE AUDIENCES

Build audience groups and personae to illustrate who is already coming to Baker City, who should be, and if there are any audiences you want to decrease. These audiences will guide our brand process; we will "see" the brand through their eyes, likes, and desires.

For each we will define unique opportunities to speak to each within the Baker City brand position. We will also identify opportunities for each audience's interests and message to align with local goals and sentiment.

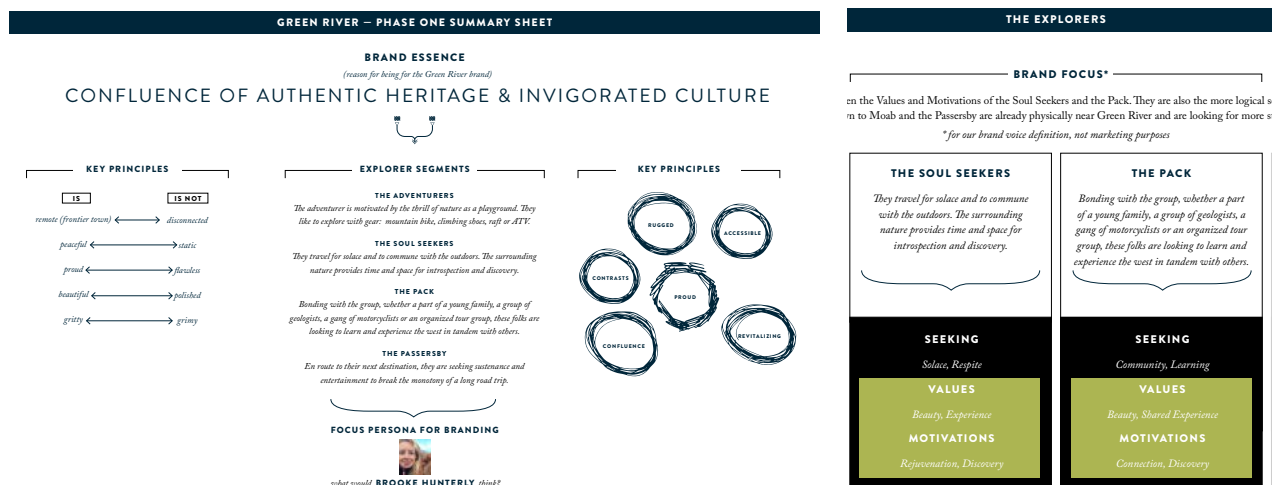
DEFINE BRAND POSITION

Based on what we hear, research, and discover, we synthesize a findings report that defines a thematic point of view about Baker City's brand and strategic position. Where have you been, what are the challenges and opportunities, and what's the big idea about where you are going?

We often think about this as a metaphorical conceptual framework.

This will be the core foundation of brand and marketing development moving forward.

Example: Green River, Utah



Phase II: Brand Messaging Development

HUB develops brand messaging and visual identity concurrently, so messaging and design will overlap and inform each other. We think holistically about communications and base our recommendations on your unique story. Some clients don't need a tagline or, depending on the visual identity, only use certain messaging in specific contexts. That's why we explore messaging and visuals together.

To start, HUB presents different messaging and tone-of-voice directions to give you opportunities to give us feedback that inform our team. We do application studies, pairing taglines and top level messaging with the visual directions under consideration.

We think beyond bold statements to strategize about how communications should be used across various engagement levels and tailored for different audiences.

Finally, we put together a plan to guide your use of the new brand messaging to maximum effect. This roadmap makes your job easier as you launch your brand and gain buy-in from your stakeholders.

DELIVERABLES:

- Messaging Studies: Tone, Emotions & Attributes
- Taglines/Slogans
- Messaging Strategy

TIMELINE:

8-10 weeks

BRAND CONCEPT

Based on our findings and experience, HUB will develop a conceptual framework that helps us define the destination that Baker City markets and your position relative to regional attractions.

tone & hierarchy

To define the brand's voice we do a series of exercises presenting the same content using different voices to gain further understanding about tone and voice characteristics.

Once we have the voice defined, we look at messaging hierarchy, exploring how different types of content and communication strategies can be used to reach different audiences. For this we use our Attract > Engage > Connect framework to speak to what types of messages go where.

TAGLINE & MESSAGES

Based on our research and understanding of the brand foundation and the messaging work we have done, we present iterative tagline and key message options that summarize and present something meaningful, memorable, and inspiring about Baker City.

DEFINE STRATEGY

We begin to explore the various options to strategically apply the brand and messaging, outlining opportunities and recommendations across all channels.

The defined tone, messaging hierarchy, final tagline, and key messaging options will be added into your brand guidelines to help you and future partners write in the voice of the brand going forward.

Example: Beaver County, Utah

Option 1: **Come take a peak.**

Challenge yourself with an adventure in the Ramblers, where craggy ranges and sage-filled basins fall into formation and offer adventure for beginners, pros, and everyone in between. From the lung-pumping trails of the Tushar Mountains (top out above 12,000 feet!) to the scenic crests of the Indian Peak Range—best experienced as a backdrop for stunning desert sunsets—the solitude and thrill of Southern Utah's mountains and valleys offer a bounty of experiences, memories, and photo ops. So, come on, bring your friends and family, and take a peak.

Option 2: **Utah plain and simple.**

Think you know Utah? Think there's no vista left unphotographed? Think it's all been discovered?

We know places. Mountains with names like Tushar, Frisco, and Wah Wah. Mountains where you can still experience the simple joy of riding the trail, pitching your tent, and building a campfire. Mountains you can trek by foot, hoof, two wheels, or four and not see another soul. Mountains cradling clear alpine lakes, the remnants of ghost towns, and rare precious gems. We don't claim our mountains are the steepest, farthest, oldest, prettiest—but after reveling in the adventure and solitude of the Ramblers, we think you'll find something better: Utah, plain and simple.

Phase II: Brand Visual Development

Our visual design process fosters conversation around what you like and dislike prior to investing time (and money) in the wrong direction. Once we have feedback on broader explorations, we begin our design work, crafting different design directions and iterations, giving you multiple opportunities to provide feedback. Together we'll also brainstorm how this brand is implemented, illustrated across various engagement levels.

The visual identity we develop should originate from our understanding of the city and region's brand essence defined in Phase I. We create brands that represent places and people authentically (we don't want to promise something the community can't deliver in actuality).

DELIVERABLES:

- Visual Explorations: Mood Boards, Sketches
- Design Rounds: 3-4 rounds
- Brand Elements development

TIMELINE:

8-10 weeks

VISUAL SKETCHES

Our creative process starts off with mood boards. These represent different visualizations of the attributes of your city that are identified in earlier work. We focus on pulling different aspects of your brand forward, illustrating how to prioritize different aspects of the county, its people, and all that makes Baker City special. Feedback on the boards provides insight to our design team on what you like, why you like it and gives us the direction that we need to start sketching and creating logo studies.

LOGO & VISUAL DESIGN

When we start designing logos, we sketch out a variety of options based on your feedback - your likes and dislikes. We like to present options, variations. Sometimes we present a mild, medium and spicy direction, just to see how far you want to push the brand. It's a fun, iterative process, and allows you to see what the potential is, discover what feels right, and move forward with confidence.

BRAND SYSTEM DEVELOPMENT

Once we have a single direction defined, the brand evolves and expands, and our team dives into further explorations of design elements such as illustrations, colors, fonts, hierarchy, and imagery. It is at this point where we figure out logo variations, icons, lock-ups, and all the other items that will make up a robust identity system.

In many cases, the ability to see how the brand could be applied helps finalize opinions. To do this we explore application of the brand elements to collateral pieces, such as a visitor guide, website landing page, brochure, billboard, vehicle wrap, baseball caps, etc.

Once we have a final logo, identity system, and application designs that the team is happy with, we begin work on brand guidelines and collateral pieces.

Example: The Heber Valley

1. 

2. 

3. 

4. 

Phase III: Brand Strategy Development

A cohesive, strategic plan that focuses on actionable, executable steps is key. At HUB we work with our clients to define and cultivate plans that align with budgets, staffing, and partnerships - what good is a plan that you don't have the means to put into action? Our plans are, in fact, robust toolkits, empowering you to use them going forward to achieve your goals and objectives.

When you pair this approach with our impeccable design skills, you get something special: a unique ability to define the big picture and then make it a reality, down to the last detail.

DELIVERABLES:

- Strategic Blueprint
- Strategic Implementation
- Content Delivery

TIMELINE:

8-10 weeks

STRATEGIC PLAN BLUEPRINT

Based on our work in Phase I, and taking into account the brand messaging and visuals we are developing, HUB will begin defining the foundation for a strategic implementation. This will include:

- defining metrics for success
- defining community integration and launch
- concepts for new and existing tourism attractions, amenities, and experiences

PLAN DEVELOPMENT

HUB will compile recommendations around staffing, budgeting, marketing and development for key focus areas. The goal will be to define the tools, procedures, and investments that will facilitate reaching tourism goals. The plan will identify internal owners and advocates for recommendations. It will outline activities, best practices, and opportunities for coordinated growth, promotion, and stewardship of the city and region.

Included in this will be aligning the different resources that are available to staff and stakeholders and how to maximize these to accomplish the goals and objectives.

ADOPTION & APPLICATION

Working with the core team, HUB will put together an action-oriented outline for adopting and applying the plan. This will focus on mapping goals, priorities and strategies along a timeline with key deliverables and performance tracking windows identified.

For performance tracking, HUB will outline recommendations for tracking, reporting and analyzing progress of individual tasks/action items, as well as ways to report back to internal and community stakeholders how things are going.

CONTENT DEVELOPMENT

Based on our plan priorities, HUB will lead content development for use on the web, socials, and collateral. Topics and content include:

- general content about the area
- content about outdoor adventure
- itineraries, levels of difficulty for experiences, narratives for products and experiences
- history, geology, ecology
- places to go, stay, eat
- off-season opportunities

Example: Walla Walla, Washington

The screenshot displays a digital presentation for Walla Walla, Washington, organized into several sections:

- TOURISM MASTER PLAN**: A high-level overview slide.
- Major Strengths**: A list of strengths including a singular draw (Wine), a beautiful landscape, and a rich history and culture.
- Pain Points**: A list of challenges including a singular draw (Wine), limited options for differentiation, high price points, an opportunistic approach, seasonality, and remote location.
- The Vision**: A statement that the plan should help leadership and partners steer investment and initiatives that lead to:
 - BALANCED GROWTH
 - DIVERSITY OF OPTIONS
 - CELEBRATED HERITAGE
 - ENGAGED COMMUNITIES
 - WELCOMING SPACES AND PLACES
 - HEALTHY INFRASTRUCTURE
- EXECUTIVE SUMMARY**: A slide titled "The Plan" stating a 10-year plan needs some flexibility while maintaining a clear vision. It lists three main goals: PROTECT (Maintain and keep wine tourism robust), REACT (Take advantage of opportunities for new amenities as they arise), and INVEST (Lay the proper groundwork for long-term sustainable tourism with the proper resources, partnerships, and funding allocations).
- TOURISM MASTER PLAN**: A detailed task breakdown for "Expand and Update County Wayfinding and Interpretive Signage".
 - Task ID: 1**: Conduct an inventory of existing wayfinding assets, gaps and responsible parties, and draft a wayfinding plan. (Effort Level: Small)
 - Task ID: 1.1**: Develop branded wayfinding standards to facilitate city-wide cohesive signage system. (Effort Level: Small)
 - Task ID: 1.2**: Hire content experts to develop master plan and content development for interpretive signage for attractions and points of interest. (Effort Level: Small)
- SUCCESS METRICS**: A list of metrics including cohesive, consistent, easy-to-follow, user-friendly, and signage system that is more visible, easy to use, and more informative.
- THINGS TO TRACK**: A list of items to track including traffic on designated and signed routes, sentiment about way of getting around as captured in surveys, and signage system that is more visible, easy to use, and more informative.

Phase IV: Brand Guidelines

This is our opportunity to be a good partner. We package all your brand assets into easily usable files and create your comprehensive brand guidelines that details the why and how of the brand. These guidelines can live digitally and in print for use by the communications team, trusted partners and brand ambassadors.

Guidelines include overarching brand principles, logo lockup treatments, font usage, patterns and illustrations, tagline lockups, and asset application examples, among other necessary sections that may be defined for this specific brand as it is designed.

DELIVERABLES:

- Brand Guidelines
- Packaged Brand Assets: logo art, fonts, graphical elements and application studies

TIMELINE:

4-5 weeks

BRAND GUIDELINES

HUB will create brand guidelines that outline:

Brand elements and how to use them - the dos and don'ts for logo lock-ups, the application of colors, patterns, imagery and typography.

Brand messaging - the brand attributes, selected tone of voice styling, messaging hierarchy and approved brand messages and tagline(s).

Brand applications - the application studies that were created during the design process

Final Asset Organization- how to find the brand assets in the delivered final files.

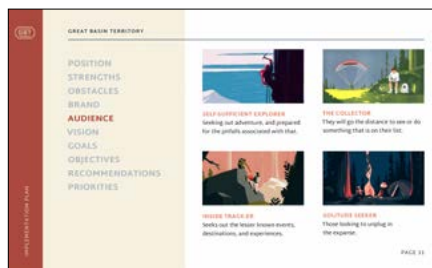
The goal is to anticipate the various applications and provide the rules and usage guidelines that will help you avoid inconsistent application going forward.

FINAL FILES

HUB will package up all production ready assets, art files, and applications studies and deliver them to you for you to use going forward.

All logo variations will be saved in each brand color as jpgs, pngs, svgs and vector art files or as otherwise specified. For the application studies, HUB will save out template files to client provided specifications.

Example: Great Basin Territory



Phase V: Website Buildout

HUB will create an easily navigable site with engagingly presented content, a site that gives visitors opportunities to learn and discover something new on every page. Our approach will create dynamic landing pages that take a lifestyle-based approach to content. We want to use bold imagery, strong messaging and striking graphic design elements to paint an authentic picture of what a visit to the Baker City region offers. This approach not only creates an emotional response: it allows people to build an attachment to their potential as they dig into details.

Well-choreographed landing pages lead into detailed pages where visitors can find things to do, itineraries, lodging, food, and more.

Key to the success of the site will be the user experience and logic that makes it clear to visitors how to find the content that interests them. This means we take the time up front to audit the content that you have, outline the content that is missing, and put together a plan for content development. We want to emphasize connections from one piece of content to another and build a system of relationships that we can

use throughout the site, pulling people from page to page (making sure that no pages dead-end). A navigational structure that groups similar content will be core to the experience.

As we work through design and development, we want to make sure we make informed decisions and that the resulting CMS and website feels like a collaborative effort.

HUB has a selection of development subcontractors we work with on website buildout. Our final subcontractor will depend on the timing of the website work and how robust the needs end up being.

CONCEPT DEVELOPMENT

- Discuss overall goals, objectives and information design
- Define requirements and guidelines for the site
- Determine visitor experience for the site; map experiences for new and returning visitors
- Work with team to identify missing or modifiable content

Milestone: Submit concept package and project plan schedule for review by key stakeholders

- o Schematics and Diagrams
- o Written Approach
- o Content Overview

TIMELINE: 4-6 weeks

DEVELOPMENT

- Develop information architecture & wireframes
- Develop prototypes studies
- Write functional requirements document
- Develop visual explorations

Milestone: Submit Experience Development package for review by client team

- o Wireframes
- o Prototypes
- o Functional Requirements
- o Visual Explorations

Timeline: 4-6 weeks

DEVELOPMENT

- Create interface design comps
- Begin initial programming development
- Document Development Plan
- Perform user experience testing - as needed

Milestone: Submit Design Development package for review by client team and key stakeholders

- o Interface Design Comps
- o User Testing Report

Timeline: 4-6 weeks

PRODUCTION

- Acquire/produce all assets
- Perform all content art production
- Develop custom templates
- Document necessary specifications

Milestone: Submit Production package for review by client team

- o Custom templates
- o Static assets and production files

Timeline: 8-10 weeks

Ongoing Marketing Brand Activation & Launch

APPROACH & UNDERSTANDING

Our strategic consumer marketing plan will guide our overall understanding of this approach. But from this point of view, we can plan on a general approach like this:

TOP GOALS

- **Reach the right visitors** - We want to raise awareness about the beauty and opportunities in the region. We also want to implement messaging about responsible travel that respects the landscape and local community of Baker City. We'll target the right people who will love it here and take good care of it.
- **Extending average stay length and spending** - we'll help identify potential audiences that can fill those mid-week and shoulder season gaps once summer travelers have left and to encourage them to check out the area. We want to encourage visitors to immerse themselves in the community, try something new (events, dining, etc) and leave feeling welcomed and hungry for more.
- **Be Proactive AND Reactive** - we want to establish a proactive approach to raising awareness and increasing engagement, but not at the expense of reacting to the variables just outside our control. We will plan out campaigns, initiatives, and approaches, but also monitor performance, trends and opportunities that we can address and engage on.

OUTREACH STRATEGY

1. INCREASE AWARENESS

Awareness is a crucial step that often gets overlooked. Sometimes we have to simply start by telling people we exist, and we'll define which new audiences will benefit from a simple "hey there" before we try to get them to plan a visit.

2. PROVOKE INTEREST

From an understanding of who our audiences are, we craft messaging and designs that will pique their interest and encourage them to seek out more information. We collaborate with you on the best placement for the messaging and designs, then roll it all out!

3. CEMENT VISITS

Develop simple, connected calls to action that lead from awareness to planning a trip and booking a stay. We love to incentivize decisions, creating special initiatives like contests, promotional packages, and giveaways that can boost awareness and convert interest into an in-person visit simultaneously.

4. BUILD LOYALTY

We'll make sure that the way we engage your audience is like building a friendship, a relationship based on respect, curiosity, and community. We want people to want to come back, to invest in getting to know the region, this is how we can get them to try something new, stay a little longer and to invest in your community.

We want to showcase the local businesses, and give an authentic impression of what it is like to live, work and recreate in the area.

IMPLEMENTATION

1. DEFINE CAMPAIGN THEMES AND GOALS

Throughout the year, we'll define overarching campaign themes to organize our messaging and marketing approach. The campaigns will be adaptable and variable for our different audiences and strive for maximum exposure.

2. CRAFT SPECIFIC MESSAGING AND CREATIVE

With the campaigns defined, we'll modify our messaging and creative approach for our different audiences to ensure we're highlighting the most enticing aspects to the right audiences.

3. ROLL OUT AND TEST

Roll out specific campaign messaging creative throughout our audience markets.

4. REVIEW AND REVISE

Review results of our investments, evaluate what's working well, what could be improved, and revise our plan as appropriate.

Social Media & Digital Marketing Management

OUR APPROACH

HUB will work with the city team to define an approach to social media that addresses goals and objectives, as well as a strategic plan for reaching them.

Once we have a plan, we set up begin executing by:

- Designing and finalizing digital assets to be used for social media posts on Facebook and Instagram.

- Writing post content that aligns with the messaging strategy to promote the responsible enjoyment of attractions, amenities, and events throughout the region.

- Managing social interactions including liking and commenting on posts, and removing inappropriate content as needed.

- Work closely with tourism partners to identify and align with broader regional goals and objectives.

- Deliver all final assets to the city to ensure that they have all work products and deliverables.

DIGITAL MARKETING

HUB will oversee all digital marketing campaigns designed to round out your online presence and drive traffic to your owned media. HUB will make recommendations for placements, create and over see all art required and interpret/report on results. The responsibility for purchasing and paying for placements will be held by the county.

Graphic Design & Multimedia Content Development

OUR APPROACH

HUB will leverage existing brand and planning efforts to create new, compelling designs for campaigns, ads, and print collateral.

Our team will outline a creative approach to each opportunity - sometimes this is creating branded, signature assets, other times this means pushing the brand in new directions to reach new audiences or address new opportunities.

When designing for our clients we believe in:

- Presenting options: this means showing you a mild, medium and spicy approach to see where and how you want to push things.

- Working from the content - we actually like to read! We believe that design elevates stories, and shouldn't over power it.

- Proofing throughout the process: mistakes happen, you just have to catch them before anybody else can. We like to proof our work and make sure that what we put out into the world is just what we want them to see.

Photography & Videography

OUR APPROACH

When it comes to photography and videography, we respect the experts. By this we mean, we bring in the talent necessary to achieve the task at hand. HUB has built relationships across the

country with top-notch experts, quick capture talent, and specialists. For each opportunity, HUB will source options and put forth recommendations for the city. The contracting and payment for services will fall to the city to execute.

HUB has video editing, animation and illustration skills in house, all we need is assets, and we are happy to take things from there.

Reporting

METRICS

Oh, performance indicators. People love data, and we do, too. But we're wary of what it means. So many KPIs can be manipulated to mean whatever you want them to mean, so we like to have frank conversations with clients about what they hope to gain from metrics. What you want to know often means building the KPI into a campaign approach at the start.

Having said that, relevant metrics that we use include everything from digital impressions and interactions to room night stays. We have worked with Zartico to implement a visitor tracking system for the region, through cell phone and credit card data.

UPDATES

When working with clients on social media, HUB provides weekly dashboards

as a brief summary on key statistics for all platforms managed. This dashboard allows a side-by-side comparison to the week prior. Along with the dashboard, HUB provides a look at the content for the following week ahead. Planning content on a weekly basis allows posts to provide current information, reflect any current social media trends, and allows for last minute changes.

Project Budget

With a longstanding history of working with clients ranging from small start-ups and nonprofit organizations to large corporations, we pride ourselves in our ability to tailor our engagement model to work with all budgets, timelines, and teams.

FIXED COST COMPONENTS

Phase I: Research and Brand Strategy	\$16,000
Phase II: Brand Messaging	\$18,000
Phase II: Brand Visual Identity	\$18,000
Phase III: Brand Strategy Development	\$12,000
Phase IV: Brand Guidelines	\$5,000
Phase V: Website Development	\$26,000
TOTAL	\$95,000

ONGOING MARKETING MONTHLY RETAINER (BRAND ACTIVATION PHASE)

Simpler for you, simpler for us. Once the strategy has been finalized through Phase IV, we will draft a proposal for work over the coming months based on marketing priorities and what is doable within our retainer fee. Our retainer system uses a blended rate of \$150 per hour for all staff. This results in 45 hours of work per month at a cost savings to you. If design needs go above the monthly fee, we will propose a one-time change-order or renegotiate the fee as needed.	\$6,750/month
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REIMBURSABLE EXPENSES

Travel, shipping, etc.	not to exceed \$5,500
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Thank
You

presented by **HUB**

	DDRC	Awestruck	Vietti	Trove	HUB	Ad-Apt	SYNQ	JayRay	COLVITA	No Branding	Destination IQ	Realize	GMS
Qualifications-30	5	15	20	25	27	15	25	25	25	25	30	20	18
Similar Projects-5	1	2	3	2	4	1	4	5	4	1	5	1	2
Price to Budget-20	15	12	10	20	12	20	15	10	1	0	1	10	15
Innovative Ideas-20	1	5	10	17	15	5	17	12	8	10	15	5	5
Quality-25	1	5	15	15	20	7	20	18	17	20	20	5	7
Total	23	39	58	70	78	48	81	70	55	56	71	41	47

	DDRC	Awestruck	Vietti	Trove	HUB	Ad-Apt	SYNQ	JayRay	COLVITA	No Branding	Destination IQ	Realize	GMS
Qualifications-30	5	10	10	10	10	10	25	20	25	10	15	0	0
Similar Projects-5	0	3	0	0	2	0	5	4	5	0	0	0	0
Price to Budget-20	5	10	5	10	5	10	18	10	5	5	0	0	10
Innovative Ideas-20	0	10	5	5	5	5	15	10	15	0	5	5	10
Quality-25	0	5	5	5	5	5	20	10	20	0	5	0	5
Total	10	38	25	30	27	30	83	54	70	15	25	5	25

	DDRC	Awestruck	Vietti	Trove	HUB	Ad-Apt	SYNQ	JayRay	COLVITA	No Branding	Destination IQ	Realize	GMS
Qualifications-30	25	29	28	29	29	22	28	28	29	30	29	28	28
Similar Projects-5	4	3	2	3	5	1	4	5	5	2	5	1	1
Price to Budget-20	15	17	10	14	15	16	12	13	1	1	1	10	12
Innovative Ideas-20	15	16	12	16	18	16	16	15	18	20	20	15	14
Quality-25	15	19	18	19	19	18	19	18	18	20	20	14	18
Total	74	84	70	81	86	73	79	79	71	73	75	68	73

	DDRC	Awestruck	Vietti	Trove	HUB	Ad-Apt	SYNQ	JayRay	COLVITA	No Branding	Destination IQ	Realize	GMS
Qualifications-30	30	30	30	30	30	30	30	30	30	30	30	30	30
Similar Projects-5	5	5	5	5	5	5	5	5	5	5	5	5	5
Price to Budget-20	20	20	10	20	17	20	18	14	5	0	6	12	17
Innovative Ideas-20	15	20	20	20	20	15	20	20	20	20	20	20	20
Quality-25	15	20	20	20	20	15	20	20	20	20	20	20	20
Total	85	95	85	95	92	85	93	89	80	75	81	87	92

	DDRC	Awestruck	Vietti	Trove	HUB	Ad-Apt	SYNQ	JayRay	COLVITA	No Branding	Destination IQ	Realize	GMS
Qualifications-30	15	30	15	30	30	20	30	25	30	30	30	15	15
Similar Projects-5	2	2	2	2	5	2	2	5	3	5	5	2	2
Price to Budget-20	15	15	10	15	15	15	15	10	5	0	5	10	15
Innovative Ideas-20	5	5	10	15	20	10	15	15	15	20	15	10	10
Quality-25	10	10	10	10	20	10	20	20	15	20	20	0	10
Total	47	62	47	72	90	57	82	75	68	75	75	37	52

	DDRC	Awestruck	Vietti	Trove	HUB	Ad-Apt	SYNQ	JayRay	COLVITA	No Branding	Destination IQ	Realize	GMS
Aggregate Score	239	318	285	357	373	293	418	367	344	294	327	238	289
Average Score	47.8	63.6	57	71.4	74.6	58.6	83.6	73.4	68.8	58.8	65.4	47.6	57.8



Baker City Community Development
Compilation of Scoring

Rating Criteria	City Manager Murphy														HR Director Crabtree														Community Development Miller													
	ddrc	awsk	trve	viet	hub	adpt	synq	jayra v	colvi ta	No Rran	Dest IQ	Realiz e	GMS	Jantz en	ddrc	awsk	trve	viet	hub	adpt	synq	jayra v	colvi ta	No Rran	Dest IQ	Realiz e	GMS	Jantz en	ddrc	awsk	trve	viet	hub	adpt	synq	jayra v	colvi ta	No Rran	Dest IQ	Realiz e	GMS	Jantz en
Proposer qualifications, experience, and demonstrated ability, including references and contacts with previous contracting parties (30 pts)	20	28	26	22	24	23	22	29	29	23	28	22	20	No Score	20	24	25	10	25	25	24	27	25	0	25	20	15	No Score	10	25	26	15	28	25	10	28	25	20	20	20	20	No Score - late submission
Positive feedback and demonstrated success in similar projects (5 pts)	4	5	5	4	4	4	4	5	5	4	5	4	4	No Score	3	3	4	1	3	2	4	5	4	0	4	3	4	No Score	3	4	4	3	4	2	2	4	4	3	4	2	4	No Score - late submission
Cost reasonableness, appropriateness, and necessity as compared to all other	15	20	18	13	16	19	19	18	15	0	16	19	19	No Score	5	14	16	5	18	18	18	12	0	0	5	12	18	No Score	5	15	16	12	18	18	10	15	0	0	0	10	18	No Score - late submission
Innovative ideas that are well-suited for Baker City's tourism goals (20 pts)	12	20	20	12	15	15	20	19	18	15	18	15	15	No Score	5	12	15	10	15	10	17	15	18	0	15	15	15	No Score	10	15	16	10	18	13	10	18	15	10	15	10	18	No Score - late submission
Quality and responsiveness of proposal to the Goals and Objectives and Scope of Service detailed in this RFP (25 pts)	15	24	25	19	22	21	24	24	24	22	23	21	20	No Score	5	20	20	18	22	15	15	23	24	0	20	20	20	No Score	5	20	20	15	24	15	12	18	10	10	20	20	22	No Score - late submission
Totals	66	97	94	70	81	82	89	95	91	64	90	81	78	No Score	38	73	80	44	83	70	78	82	71	0	69	70	72	No Score	33	79	82	55	92	73	44	83	54	43	59	62	82	No Score - late submission

DDRC		Awestruck				Trove				Viette				Hub				Ad-Apt				SYNQ																											
Aggregate Score	137	Aggregate Score				249				Aggregate Score				256				Aggregate Score				225				Aggregate Score				225				Aggregate Score				211											
Average Score	46	Average Score				83				Average Score				85				Average Score				56				Average Score				75				Average Score				75				Average Score				70.3			

Colvita		JayRay				No Branding				Destination IQ				Realize				GMS				Jantzen																											
Aggregate Score	216	Aggregate Score				260				Aggregate Score				107				Aggregate Score				221				Aggregate Score				213				Aggregate Score				232				Aggregate Score				0			
Average Score	72	Average Score				87				Average Score				36				Average Score				74				Average Score				71				Average Score				77				Average Score				0			



BAKER CITY, OREGON

MAYOR:

Randy Daugherty

COUNCILORS

Roger Coles

Loran Joseph

Helen Loennig

Doni Bruland

Stephen Carr

Gratton Miller

CITY MANAGER

Barry Murphy

Date: September 9, 2025

Subject: City Manager Goals

Action Statement

The Council can set the City Manager goals for July 2025 to June 2026.

Background

The Council discussed potential goals for the City Manager on August 26th which are listed below for approval.

1. Communicate steps to ensure succession in each department
2. Finalize development process improvements
3. Finalize IT plan (3-5 years) in time for 2026-27 budget discussion
4. Complete Community Development and TLT transition
5. Review existing 3rd party contracts before next budget year
6. Finish reconciliation of ARPA funds

Potential Motions

"I, Councilor _____, move to approve the City Manager goals."



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Stephen Carr

Gratton Miller

CITY MANAGER

Barry Murphy

Date: September 9, 2025

Subject: Council Committee Updates



BAKER CITY, OREGON

MAYOR:

Randy Daugherty

COUNCILORS

Roger Coles

Loran Joseph

Helen Loennig

Doni Bruland

Stephen Carr

Gratton Miller

CITY MANAGER

Barry Murphy

Date: September 9, 2025

Subject: City Manager / Director Updates



BAKER CITY, OREGON

MAYOR:

Randy Daugherty

COUNCILORS

Roger Coles

Loran Joseph

Helen Loennig

Doni Bruland

Stephen Carr

Gratton Miller

CITY MANAGER

Barry Murphy

Date: September 9, 2025

Subject: City Council Comments



BAKER CITY, OREGON

MAYOR:

Randy Daugherty

COUNCILORS

Roger Coles

Loran Joseph

Helen Loennig

Doni Bruland

Stephen Carr

Gratton Miller

CITY MANAGER

Barry Murphy

Date: September 9, 2025

Subject: Adjourn
