

Project Partnership Agreement

An Agreement to Support the Vision, Goals, and Objectives of the North Lewis County Industrial Access Project Partnership

Part 1: Project Need

Lewis County is grappling with a number of challenging conditions that are inhibiting growth and restricting the region's economic vitality.

- **Economic Distress.** The SW Washington Economic Development District reports¹ that Lewis County ranks 33rd out of 39 counties in the state for growth since the 2010 census; 34th in the state for per capita personal income; and 16th in the state for poverty. The unemployment rate is consistently 2% higher than the state average. Lewis County has experienced negative job growth since 2010². Growth in family-wage jobs is needed while retaining the area's rural character and sense of place.
- **Industrial Access.** Industrial development in north Lewis County is central to the County and regional economic revitalization strategies. Industrial jobs are needed that pay wages that are higher than the county average and higher than the industrial sector itself. Inadequate industrial access can inhibit those industrial development opportunities which currently exist but are underutilized. Access and circulation are two important transportation factors that undercut the economic viability of industrial investments that support the region's vision and economic vitality. Previous reports have identified deficiencies in both industrial access and traffic flow in the area of north Lewis County and south Thurston County.

Part 2: Partnership Vision

Within 15 years, actions of the North Lewis County Industrial Access Project Partnership will stimulate strong growth of industrial-based jobs, providing a strong, stable tax base and attracting new high quality employers that pay family wages and are good community partners. This will improve overall quality of life for residents and businesses in the economic region of north Lewis / south Thurston Counties.

¹ Comprehensive Economic Development Strategic Plan, 2014-2018. SW Washington Economic Development District.

² <https://fortress.wa.gov/esd/employmentdata/reports-publications/regional-reports/county-profiles/lewis-county-profile>

Part 3: Partnership Goal

The Partnership will identify strategies that increase access to industrial properties and improve system-wide mobility of people and goods while ensuring the transportation system remains safe and efficient to operate, as well as strategies that remove barriers to or incentivize compatible industrial development.

This includes strategies to stimulate industrial development that creates 1,000 new family-wage jobs in Lewis County by 2030 with at least half of those occurring by 2020, all while enriching the economy, environment, and overall quality of life in north Lewis and south Thurston counties.

Part 4: Partnership Objectives

1. Define and implement infrastructure solutions that support the development of **family-wage jobs** in the designated industrial areas of North Lewis County.
2. Make practical, coordinated decisions in a timely manner to deliver **maximum value to taxpayers** in the form of strong economic development, a healthy environment, and improved, **sustainable** mobility for people and goods.
3. Establish **long-term partnerships** among agencies and organizations that can endure the challenges of implementation.
4. Engage the public in ways that **earn the trust** of the communities and constituencies we serve.
5. Outline strategies that help us make good policy and investment decisions at the localized level that also **promote positive economic outcomes** for the region.

Part 5: Process Guidelines

1. Ensure solutions are compatible with the long-range vision of Lewis County and its multi-jurisdictional partners, reflecting the interdependence of land use and the transportation network and garner broad agreement that the solutions support shared goals of the Partnership.
2. Directs and supports the Technical Advisory Committee in establishing evaluation criteria that are supported by the Project Partners as appropriate for use in evaluating and prioritizing strategies.
3. Foster collaboration that extends beyond the scope of this project to grow a stronger, more resilient local economy in the north Lewis / south Thurston county area.

Part 6: Project Meeting Norms

Much of our work will take place in meetings and workshops. It is easy to inadvertently diminish the productivity of meetings when we are not working in synch with each other. To that end, we will work to comply with the following meeting norms:

- Participate as honest brokers for the agencies represented
- Arrive for meetings on-time and prepared
- Confirm attendance or inability to attend and delegate a substitute member when necessary
- Make open, honest, respectful contributions
- Bring an open mind and strive to avoid entrenched or fixed positions where possible
- Make decisions within the group and not at offline meetings or conversations
- Respect decisions made at earlier stages in the process
- State positions concisely and solicit affirmation of understanding from other members
- Respect the facilitator's need to maintain an agenda
- Leave the meeting with an understanding of the "Action Items"
- Give unconditional respect to self and others
- Assume good intentions when there is a lack of understanding on the part of another
- Offer solutions to go with problems whenever possible
- Honor the chain of communications within the project management team
- Honor time commitments of the team
- Strive for consensus but respect lack of unanimity
- Regularly update colleagues and constituents on project activities and decisions

In return, we expect the Project Management Team and its consultants to respect and honor the time and energy we are devoting to this project and process, and to provide us with the information we need in a timely manner so that we can be prepared for the work before us. We trust that agendas will be meaningful and that if a scheduled meeting is not needed it will be cancelled. We expect the Project Management Team to provide meeting recaps and highlight any actions or decisions we make as a group. We understand if we have issues or concerns with this process we are to bring them forward to the Management Team for resolution as soon as possible. We know that the Project Management Team is committed to working with us to reach resolution to issues or concerns. We recognize that it may not always be possible to fully satisfy the concerns of all but we should expect the process to always be fair and respectful.

Part 7: Project Partnership Agreement

Our Project Partnership represents the stakeholder community working with Lewis County to ensure the NLCIA project is a success. The Partnership will work to accomplish the shared vision, goals, and objectives described in this Partnership Agreement. It's a commitment that

vision, goals, and objectives described in this Partnership Agreement. It's a commitment that we, the Project Partners, make to each other. It's a commitment that we'll bring our best to this process – our best insights and ideas and values - and work together to overcome intractable economic issues that have challenged us by identifying a framework to guide future investment and policy decisions.

A framework enables Project Partners to make independent, localized decisions in ways that meet our individual needs while advancing shared objectives of the Partnership. Any one entity – alone – cannot accomplish as much as when we work together from a place of common values and shared objectives.

Partnership implies a commitment to one another to work together in ways that leverage our collective advantages. While we recognize that this is not a legally-binding agreement we do believe that working together we will generate the greatest community benefit from this project opportunity.

We commit that we will give our best efforts to this project and work to ensure successful outcomes.

SIGNATORIES	REPRESENTING	DATE
<i>Edna J. Fund</i>	<i>Lewis County</i>	<i>4/7/2016</i>
<i>Allyn J. Roe</i>	<i>IPAT</i>	<i>4/7/2016</i>
<i>Bob Lohd</i>	<i>WSDOT</i>	<i>4-7-16</i>
<i>L. J. W.</i>	<i>TRPC</i>	<i>4-7-16</i>
<i>Alan Hall</i>	<i>Town of Bucoda</i>	<i>4-7-16</i>
<i>W. J. B.</i>	<i>WSDOT</i>	<i>4/7/16</i>
<i>Will H. Fry</i>	<i>CWCOG/SWEDD</i>	<i>4/7/16</i>
<i>Bob Yumeter</i>	<i>TCMCC</i>	<i>4/7/16</i>
<i>W. J. Hill</i>	<i>City of Centralia</i>	<i>4/7/16</i>
<i>Matthew Thompson</i>	<i>Economic Dev. Council</i>	<i>4/7/16</i>
<i>Bob Halliday</i>	<i>WSDOT</i>	<i>4/7/2016</i>

