

NORTH  STAR

New Rochelle BrandPrint

November 25, 2013

NORTHSTARIDEAS.COM

TABLE OF CONTENTS

1	INTRODUCTION
3	OWNERSHIP & PHILOSOPHY
	SCOPE OF WORK
4	<i>Education and Buy-In</i>
5	<i>Research and Planning</i>
8	<i>Insights</i>
9	<i>Creativity</i>
10	<i>Action</i>
11	<i>Production Estimates</i>
13	<i>Evaluation</i>
14	TIMELINE, INVESTMENT & REFERENCES
15	KEY PERSONNEL
22	CONCLUSION
23	CASE STUDIES

INTRODUCTION

Branding moves communities from good to great

The myriad approaches to economic development marketing are as varied as the communities that pursue them. But without fail, the most effective (not to mention cost-effective) community marketing programs are those that are grounded in a solid brand. That being said, the idea of community branding is deceptively simple: use a community's greatest strength to create a consistent memorable identity that will help propel a community to its preferred future. However, the process of community branding is much more complex. The best identities are grounded in reality but aspirational in vision. They bridge the past and the present with an eye toward the future. They are uncovered and brought to life through a process that unites rather than divides. And they serve the interests of diverse groups within the community with different agendas.

Our success is based on an integrated process called Community BrandPrint, which combines research, strategy, creativity, action and education. We pull everyone together in the process to speak in one voice, ensuring that you will receive the greatest possible return for your communication investments. That unique blend has allowed us to successfully collaborate over the last 13 years with more than 170 very different communities from 40 different states. Because of our track record, North Star is considered an industry leader and innovator.

Our approach is grounded in the philosophy that community brands cannot be pursued in a vacuum. Rather, the most successful communities ensure that all touch points for consumers (including residents, tourism industry businesses, major employers, infrastructure and culture) are sending the same strong message regarding the experiential promise of the community, in essence we want to ensure that New Rochelle is getting the talk right on the street. The North Star economic development branding clients range from communities with populations of about 40,000 (Columbus, Indiana) to the 19th largest economy in the world (Florida). For the New Orleans Downtown Development District we created a brand specifically charged with attracting talented, creative individuals invested in "Industries of the Mind". Among its many accolades, New Orleans was named one of the nation's Biggest Brain Magnets by Forbes. While Columbus was just recognized by Area Development magazine as the #1 MSA for economic and job growth for 2012 (joined by 13 other North Star clients on Area Development's list for 2013).

One of the most unique aspects of North Star is the diverse marketing and branding expertise of our team including economic development, tourism, community development, strategic planning and more. Of particular relevance to New Rochelle are our veterans of state-level economic development recruiting and planning -- Lori Odom, Vice President of Economic Development and Rupa DeLoach, Vice President of Research Services.

As you review this proposal keep in mind that no standard formula for creating a successful community brand exists. It must be a collaborative process that takes into account your current situation, your resources, your strengths and your goals. For examples of this process and the strategy, creative and results associated please reference the case studies attached with this proposal.

But know this, North Star understands your budget constraints and has streamlined our BrandPrint program to make it as cost effective as possible. As such, North Star customizes its scope of work and contracting options for each client. North Star believes that an integrated community-wide approach would be a more effective and sustainable solution for New Rochelle. In addition, this is probably the most fiscally viable option for New Rochelle because it allows several organizations to share in the cost of the total branding process (which unfortunately is significantly more than is currently budgeted). As such, our recommendation is for the City of New Rochelle to approach this branding project in two phases. The costs for both phases are included in this proposal.

- ✦ **Option A: One Phase, One Contract** – New Rochelle contracts for the entire initiative through the Final Creative Presentation, action plan, and receipt of the Final BrandPrint. The scope of work as presented in the plan proceeds following the indicated timeline.
- ✦ **Option B: Two Phases, Two Contracts** – New Rochelle starts by contracting only for Phase I, which runs through research, the Strategic Brand Platform and the Understanding and Insights Presentation. At that point, based on the research findings and the resulting strategy, North Star and New Rochelle collaborate on a number of decisions that will impact Phase II including where creative and strategic hours are focused, whether local creative participation is advisable, how creativity and implementation should be funded, etc. Following that decision-making paradigm Phase II contracting takes place if the client wishes to proceed.

While North Star has worked successfully with clients both ways, Option B does have political advantages. First, contracting takes place in two phases, which is easier from a budgeting perspective. Second, the excitement generated by the research and consensus from the strategic platform typically result in funding from the private sector for Phase II and later, implementation. Finally, Phase II becomes a more customized product because its direction is not pre-determined, rather it is predicated upon the research findings.

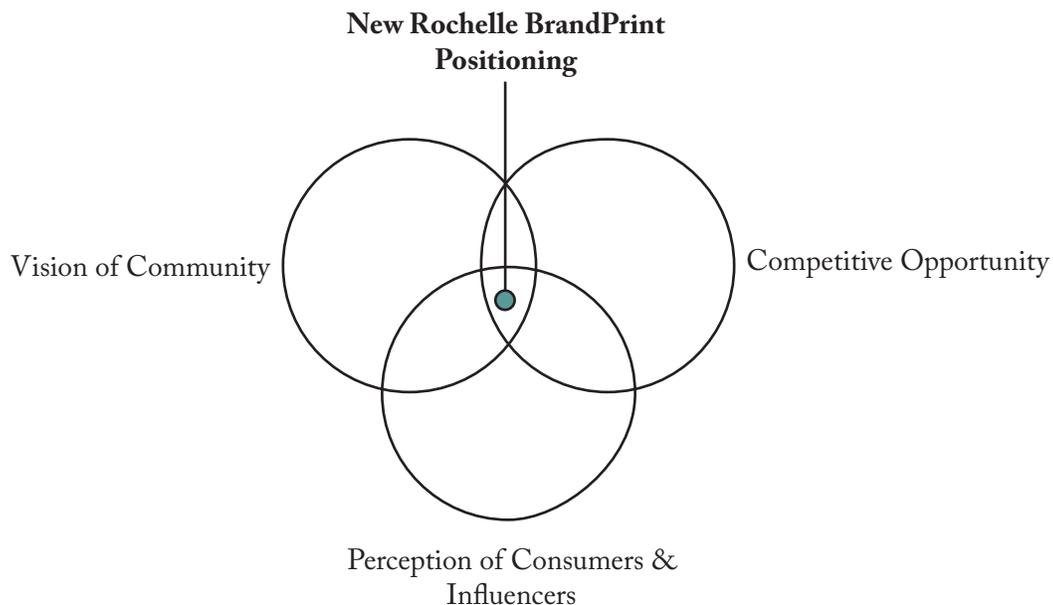
OWNERSHIP & PHILOSOPHY

North Star Destination Strategies, Inc.

209 Danyacrest Drive
 Nashville, TN 37214
 615.232.2103 x 26
 don@northstarideas.com

North Star Destination Strategies, Inc. is over two dozen professionals committed to building strong community brands established in 2000 and is owned by Don McEachern, President & CEO.

We believe that through research, strategy, creativity and action, your brand can connect the soul of your community to the heart of your consumers. Through the Community BrandPrint process, we determine New Rochelle’s most distinct promise by triangulating your competitive situation, the vision of your stakeholders and the perceptions of your consumer. From that promise, we craft a brand strategy that positions New Rochelle in the minds of residents, visitors and economic development influencers. Then, we develop compelling creative, powerful brand action ideas and effective communication, all of which reinforce the positioning and assure brand equity and growth.



SCOPE OF WORK

1. EDUCATION AND BUY-IN

Helping stakeholders understand branding

One of the most valuable skills North Star brings to the branding table is an understanding of how best to navigate the political waters that surround such a project. This “intangible” benefit is strictly a result of experience. We know when projects can derail, how to maneuver difficult political situations and who to include in the process. And we have developed strategies for sidestepping potential problems and keeping your branding initiative on course.

North Star also provides tactics for the use of a brand as a pivotal rallying point to help forge win-win partnerships between the public and private sector. Such partnerships can help fund the brand initially and eventually fund its integration into the community. In addition, working toward the common goal of the brand inspires non-siloed teamwork within the public sector that results in more effective use of limited resources.

Early understanding is also critical to the smooth implementation of a community brand. Educating your citizens, businesses and stakeholders on the purpose, process and possibility of a brand early is the first step in achieving buy-in from these important audiences. North Star has created an array of educational tools designed to elicit understanding of and support for the New Rochelle branding initiative.

Educational Presentation: Live PowerPoint presentation (during the in-market trip) to private and public sector stakeholder groups (determined and assembled by client) for purposes of educating and furthering buy-in of community branding

Press Release: General discussion on what a brand is and does. Highlight need for the public’s help during the process

Educational PowerPoint: Community branding PowerPoint presentation given to client for use in making additional presentations, for distribution to interested parties or for placement on community websites

Educational Brochure: For distribution to general public if needed:

- *North Star will work with New Rochelle to write and lay out the brochure to the point of a print-ready file*
- *New Rochelle is responsible for providing information for customized writing and printing*

SCOPE OF WORK

2. RESEARCH AND PLANNING

What are current brand perceptions?

This stage addresses the current positioning of the community; in other words, how New Rochelle is perceived by visitors, stakeholders, residents, businesses and prospective visitors. We evaluate the environment, the competitive situation, community attitudes, current communications, and perceptions of target audiences and their influencers. North Star strongly advocates a mixed method approach to research where quantitative studies tell you “What” and qualitative studies tell you “Why”. Only through mixed methodology can your destination obtain a true picture of where your brand is now, why, where it should be and how that preferred identity can best be accomplished.

COMMUNITY

Situation Analysis: Questionnaire and meeting with stakeholder groups to understand your primary objectives, general history, political landscape, resources, competitors, etc.

Research and Planning Audit: Comprehensive review of research and planning documents.

Communication and Media Audit: Review of existing marketing materials from public and private sector stakeholders as well as recent press related to New Rochelle

Familiarization Tour: Tour of commercial sites, business parks, housing developments, downtown, retailers, restaurants, outdoor recreation areas, parks, the arts, etc.

Key Stakeholder Interviews (20): One-on-one interviews with key stakeholders (elected officials, commissioners, employees, business owners, community leaders, etc) to gather perceptions

Stakeholder Focus Group (2): An in-depth group discussion with the individuals responsible for driving the branding initiative.

Vision Survey (200 Distributed): An open-ended questionnaire distributed community leaders of New Rochelle

Online Community Perception Survey (Unlimited Respondents): A quantitative version of the Vision Survey posted online for community-wide participation and promoted using social media.

Brand Barometer: A tool to measure the strength of New Rochelle’s reputation relative to the rest of the United States as a place to live, work and play

Undercover Interviews (15-20): Informal discussions with residents, local merchants and visitors

Tapestry® Resident vs. Region Profile: A detailed market segmentation report created with ESRI’s Arcview, Tapestry and Business Analyst software - including U.S. Census Bureau data and consumer buying behavior data from Mediamark Research Intelligence (MRI)

- *Who Report: Resident socio-economic classifications*
- *What Report: Profile of resident lifestyle habits such as media usage, travel behavior, household buying preferences, recreational interests, civic involvement, dining choices, retail preferences, lodging tendencies.*

SCOPE OF WORK

CONSUMERS

Consumer Mapping: Origin information from existing databases (inquiries, lodging properties, attractions, etc.) if available

Online Brand Monitoring: Review of your online reputation that measures quantity and quality of New Rochelle’s online “mentions” plus the current topics of discussion and keywords surrounding New Rochelle. Will be used to guide brand action for purposes of online marketing strategy suggestion and product development.

Top Business Prospects: A proprietary program that identifies a list of top business prospects using the combination of a psychographic workforce profile and current successful industries in New Rochelle. It then determines complementary businesses within a predetermined mile radius. This data will also be applied nationwide to cities that have a similar population size and workforce to pinpoint areas of opportunity for New Rochelle. Will be used to guide brand action for purposes of economic development.

Tapestry® Consumer Profile: Detailed psychographic report describing consumers to New Rochelle using merchant or visitor records.

- *Who Report:* Consumer demographic and socio-economic classifications; this report also compares your consumers to the profiles of your community. In other words, are your residents like or unlike your visitors?
- *What Report:* Profile of consumer lifestyle and media habits such as media usage, household buying preferences, recreational interests, civic involvement, dining choices, retail preferences, lodging tendencies, travel behavior and more
- *Where Report:* Grid showing relative comparisons of feeder markets based on the highest concentration of core consumers

Qualitative Perception Study (20-30): Telephone interviews to gather insights from influencers to include, but not limited to: economic development prospects, site selectors, relocation executives, meeting planners, group tour operators, regional, state-level economic development & tourism executives.

Quantitative Perception Study (200+ Completes): Survey conducted using a statistically significant random sampling of consumers and non-consumers in outside markets. Data will be cross-tabulated in a number of ways to reveal the most insightful patterns between consumer and non-consumer groups. For instance, perceptions and attitudes for those who have visited New Rochelle will be compared and contrasted to those who have not visited and are reporting perceptions purely on reputation.

Consumer and Non-Consumer Awareness and Perception Study: Survey conducted using a random sampling of consumers; specifically, the survey measures:

- o Overall awareness and perceptions of New Rochelle
- o Overall awareness and perceptions of the competition
- o Consumer visitation patterns to New Rochelle
- o Attitudes regarding New Rochelle’s strengths and weaknesses
- o Consumer opinions regarding what needs to be added or taken away
- o Changes in consumer perceptions of New Rochelle after visiting
- o Patterns of visitation activities associated with consumer’s primary purpose of visitation

SCOPE OF WORK

COMPETITION

Competitive Positioning Review: A brand message assessment to evaluate New Rochelle's position relative to the competition. This will be used to inform elements of the creativity process to further confirm New Rochelle's uniqueness in messaging and identity.

Competitive Perception Review: During every phase and study of the research process we look for opportunities to learn more about New Rochelle's top competitors, including internal and external awareness and perceptions of their strengths and weaknesses. All findings are combined in a competitive review that paints a succinct picture of the competition. Specifically the vision survey, online community survey, quantitative perception study, focus groups, stakeholder interviews, undercover interviews and the qualitative perception study inform the competitive perception review. Should time allow, North Star will also include a site visit to nearby competitors.

SCOPE OF WORK

3. INSIGHTS

Where is the heart of your brand?

The goals for this initiative may involve a number of elements: cohesive community identity and consistent marketing efforts, collective community conscience, highest use of available resources, business and resident recruitment/retention and gross receipts. Branding influences these goals by influencing expectations and affecting attitudes, thus affecting behavior and usage. The most successful brands establish an emotional – not simply an intellectual – connection. Our insights come from asking a number of thought-provoking questions. What brand “story” does the research tell? What emotional attachments can the brand hold? How does the brand fit into the consumer’s lifestyle? How can the brand best be used to elicit New Rochelle’s desired emotional/behavioral responses? It is from these insights that we determine the overall positioning of the brand.

These insight questions are compiled in a succinct storyline that leads directly to New Rochelle’s strategic brand platform. This platform is the **critical touch point for all branded activity moving forward**. For maximum brand impact, all efforts, thoughts, communications and actions should literally and symbolically support its essence.

- ✦ **Situation Brief:** Review of all research findings
- ✦ **Blue Sky Meeting:** Internal session for developing insights based on significant research patterns and findings
- ✦ **“Understanding and Insights” Presentation:** Comprehensive review of all relevant research and recommended strategic direction
- ✦ **Brand Platform Statement Development:** The guiding statement for the management and development of your brand including:
 - Target audience: Consumers for whom destination has the most appeal*
 - Frame of reference: Geographic context of the destination*
 - Point of difference: What makes your destination special*
 - Benefit: Why it should matter to the consumer*

NOTE: Here, we conduct a meeting to present all of the research findings as well as our recommended brand positioning based on those findings. Brand Platform approval is required before proceeding. If New Rochelle opts for Option B contracting, the Phase I contract ends here and collaboration will set the stage for Phase II contracting.

SCOPE OF WORK

4. CREATIVITY

How should your brand look, feel and sound?

In this stage, all the data and high-level strategies are transformed into tangible creative products that embody your brand. Straplines and logos (with graphic standards) are created. Foundation creative recommendations and looks are created including targeted marketing messages and advertising, digital design and content recommendations (web portal, social media), collateral materials, stationery and a color palette. Additional deliverables may also be developed including environmental applications, signage, promotional items, economic development prospecting packages and more.

- ✦ **Written Creative Concepts (3):** Three different written concepts including strapline options for communicating your brand will be developed.
- ✦ **Logos (5) & Graphic Identity Looks (2):** This collaborative process results in a unique and memorable visual identity for your brand. In a word, how will your community's brand look?

Note: There is critical collaboration that takes place at this point with a select group of stakeholders to address the written creative concepts and the development of the foundational graphic identity. North Star then provides solutions for the remainder of the creative work based on that agreed-upon direction.

- ✦ **Brand Narrative:** Takes the foundation of the written concept and breathes life into it through an artistic interpretation of language. Its purpose is to help residents, businesses, influencers and consumers connect and embrace the emotional story of the brand to their own lives. It contains inspiring language meant to describe New Rochelle's assets as they relate to your new brand and to garner excitement among brand drivers, brand partners, and regional stakeholders.
- ✦ **Custom Deliverables:** Using the new creative direction North Star will assist the client in identifying a list of custom deliverables that target your specific goals. Typically those ideas might include:

Logo or logo evolution if needed
Graphic standards guide
Strapline development
Color palette
Stationery design
PowerPoint slide design
E-newsletter template
Collateral design

Sample advertisements
Brand vocabulary
Infrastructure design
Website design application
Mobile website and app design
Social media design application
Signage design
Wayfinding design

SCOPE OF WORK

5. ACTION

How should your brand be integrated?

In this stage, North Star develops a must-do strategic action plan for the first 6 to 36 months following your brand's development. This plan comprises 15 fundamental action steps that ensure the brand gains traction and maintains momentum. Many of these tasks involve setting up the organization and cooperation that will propel your brand forward. Our goal – and yours – is to make sure that the New Rochelle brand is the guiding principle for your future. Not just a logo and line on your letterhead.

As part of this top 15 action plan, we will craft a selection of high-impact custom action ideas designed to raise the profile of your brand and put it to work in every corner of your community. Special emphasis will be placed on community pride and economic development strategies. Custom ideas generally fall into the following categories:

- **Policy** (laws or measures that support the brand strategy)
- **Sports** (tournaments, events, youth sports, etc.)
- **Environmental Applications** (look at your community as if it were a canvas)
- **Purpose Initiatives** (charities, sponsorships, etc.)
- **Festivals** (repackage existing events/festivals or develop new ones)
- **Arts** (public art campaigns, partnerships with art organizations, art contests with visitors, residents, students, artists in residence programs)
- **Private Sector** (ideas and tools to engage businesses and other private sector organizations)
- **Exports** (goods that are manufactured, grown or packaged in your community for export; even a famous person or idea from your community can be considered an export)
- **Awards** (civic awards, organizational awards, etc.)
- **Education** (programs in schools, small business/entrepreneur mentoring, education for front-line hospitality staff, etc.)
- **Sustainability** (residential green initiatives, tax incentives for green industries, etc.)
- **Health** (community health programs, school-based health initiatives, business-based health initiatives, hospital and health care agency partnerships)
- **Economic Development** (marketing, communications, training, outreach, resources, etc. . . all specifically related to economic development)
- **Tourism** (marketing, communications, training, products, packaging, merchandise)
- **Events** (any organized activity that ties back to the brand ranging in scope from festivals to health fairs to career counseling to community clean-up days)
- **Incentives** (tax incentives for businesses, entrepreneurs, art organizations, etc. that are in line with the brand strategy)
- **Master Planning** (design and development of infrastructure and support systems that correlate with the brand strategy)

SCOPE OF WORK

6. PRODUCTION ESTIMATES

WEBSITE

One of the most important touch-points for your new brand identity is a web portal or website. This type of centralization allows consumers to easily access comprehensive information at the click of a button from anywhere and at anytime. And it is a cost-effective first step toward integrating the brand into the public sector. The following are options for web integration and the price ranges associated with each:

Investment Range: \$4,000 - \$6,000 www.yourstrulyls.com

Investment Range: \$12,000 - \$15,000 www.greencountywisconsin.info

Investment Range: \$30,000 - \$50,000 www.businessreadywi.com

Note: Prices range based on the clearly defined scope including, but not limited to, site development, custom development, information architecture, page count, etc.

SCOPE OF WORK

ECONOMIC DEVELOPMENT MARKETING PACKAGE PRODUCTION

Another important touch-point for your new brand identity is printed collateral. This comes in all shapes and sizes, but based on New Rochelle’s most immediate needs North Star has provided a range for the production of an economic development marketing package (5000 folders and 500 sets of interchangeable inserts that are transferable to the web and widely-used digital formats). Anticipated creative time and costs associated are as follows:

Pocket Folders		
• Copywriting -	1 hour	\$110.00
• Mechanical Art – Make Print-Ready	2 hours	\$220.00
• Print Production Management	1 hours	\$110.00
	Total:	\$440.00
Insert Sheet – First Sheet		
• Copywriting -	3 hours	\$330.00
• Mechanical Art – Make Print-Ready	1 hour	\$110.00
• Print Production Management	1 hour	\$110.00
	Total:	\$550.00
Insert Sheet – Each Additional Sheet		
• Copywriting -	3 hours	\$330.00
• Mechanical Art – Make Print-Ready	1 hour	\$110.00
• Print Production Management	.5 hour	\$ 55.00
	Total:	\$495.00

Anticipated printing costs are broken out into the following options which are dependent on the final approved design for the economic development packages:

Pocket Folder – 5,000 Folders

4/0 - \$3,113.00

4/4 - \$3,525.00

2/0 - \$2,275.00

2/2 - \$2,938.00

4/0 = Four color process – one side

4/4 = Four color process – both sides

2/0 = Two PMS colors – one side

2/2 = Two PMS colors – both sides

Single Insert – 500 of 1 Insert

4/0 - \$269.00 digital

4/4 - \$345.00 digital

Total Estimate Range: \$3,534 to \$6,275

Insert Set – 500 of 4 Inserts

4/0 - \$920.00 digital

4/4 - \$792.00 digital

SCOPE OF WORK

7. EVALUATION

How the brand is performing

Evaluation yields new information, which may lead to the beginning of a new planning cycle. Information can be gathered from concept pre-testing, campaign impact in the marketplace and tracking studies to measure a brand's performance over time. Ideally, two basic questions will be answered: have responses to the brand among target audiences changed in the way the BrandPrint intended? And have these changes resulted in action that will achieve the desired objectives of the brand?

No single measure of success works for something as complicated as a community brand. As such, every research study in this plan is designed to produce benchmarks and results that can be used for comparison with future studies in areas of advocacy, return on investment and perceptions of the existing New Rochelle brand and attitudes regarding how well New Rochelle performs as a place to live, visit, do business and to attract a talented workforce. Additionally, our 13 years of branding experience have shown that true success can be seen in the spread of excitement, inspiration and innovation among your stakeholders around the brand. This is a “soft measurement”, but it is vitally important.

Finally, North Star builds hours into our BrandPrint process for official follow-up with our clients. North Star provides a 12-month follow up, however, we do not limit communication to this instance. Your success is our success, and everyone at North Star – from the president and CEO to the office manager to our research assistants – takes the success of our clients personally. Toward that end, we are always available to answer questions and help with problems. In short, we have maintained an ongoing personal and business relationship with most of our clients, some for more than a decade.

- ✦ 12- Month Check Up
- ✦ Recommended Measures of Accountability:
 - Online Brand Perception*
 - Qualitative Perception Study*
 - Quantitative Perception Study*
 - Brand Barometer*
 - Use of the Brand Narrative in the private sector*

NOTE: Here, we conduct a final presentation that delivers the creative product, the brand action ideas and recommended measures of accountability. A final report is produced that delivers these items as well as the research findings, insights and strategic brand platform.

TIMELINE, INVESTMENT & REFERENCES

TIMELINE

Education, Research & Planning	Weeks 1 – 16
Insights	Weeks 17 – 22
Creativity	Weeks 23 – 34
Action and Final	Weeks 34 – 36

Timeline is at times dependent upon how quickly records are received and upon how quickly approval from client is received

INVESTMENT

Phase I: Education, Research and Insights	\$42,000
Phase II: Creativity, Action and Evaluation	\$26,000
<i>Entire Contract</i>	<i>\$68,000</i>

Payment schedule:

We request half of the payment upfront with an agreed-upon signed contract. The next quarter installment is due at the completion of the Understanding and Insights presentation. The remaining quarter is to be paid in equal payments over the three months following the Understanding and Insights presentation. Travel expenses will be billed to the client at net cost when incurred. North Star does not bill for copying, fax or courier.

REFERENCES

Jamestown, New York

Ms. Joni Blackman
Project Manager, Jamestown Attractors Group
716.664.6256
director@fentonhistorycenter.org

State of Florida

Ms. Melissa Medley
Chief Marketing Officer, Enterprise Florida
mmedley@eflorida.com
850.509.4844

Montgomery County, New York

Ms. Jacki Meola
ED Specialist, Montgomery County IDA
518.853.8334
jmeola@co.montgomery.ny.us

Lee's Summit, Missouri

Mr. Steve Arbo
City Manager, City of Lee's Summit
816.969.1013
stephen.arbo@lees-summit.mo.us

Denison, Texas

Mr. Tony Kaai
President, Denison Development Alliance
903.464.0883
tkaai@denisontx.org

Petersburg, Alaska

Ms. Liz Cabrera
Coordinator, Petersburg Econ. Dev. Council
907.772.4042
pedc@gci.net

KEY PERSONNEL

DON MCEACHERN, PRESIDENT & CEO

Don McEachern has been growing brands and leading teams for more than 20 years. His experience includes working for multi-national advertising agencies as well as nationally recognized creative boutiques. During his time in the ad world, McEachern put his stamp on some of the world's most famous brands including Goldkist, Hawaiian Tropic, Suntory Bottled Water Group, Trump Plaza, Panasonic and Lanier Worldwide. For his efforts he received numerous awards, including a prestigious national Effie for marketing effectiveness and a Clio for excellent creativity.

Thirteen years ago, McEachern struck out on his own. With a dream and a dollar, he launched North Star Destination Strategies, specializing in brand marketing for communities. More than 170 nationwide cities later, McEachern has become the recognized expert in the exploding field of community branding. With a process that combines education, research, strategy, creativity and action, he has helped create unique and effective brands for the states of Mississippi and Florida; major downtowns including New Orleans and big-name cities like Anchorage, Alaska; Dayton, Ohio and Providence, Rhode Island.

McEachern is also a sought-after speaker on the topic of community branding. He has spoken at national, regional and local conferences; served as keynote speaker, panel moderator, session leader and break out facilitator and has judged branding competitions including the National Association of Government Communicators. He has helped CVBs, mayors, city councils, governors, city managers, economic development, and chambers.

McEachern lives on a horse farm in Nashville, Tennessee, where he rides horses, paddles kayaks and plays tennis with his children. As of yet, no member of his family has been branded.

KEY PERSONNEL

ED BARLOW, VICE PRESIDENT/DIRECTOR OF PLANNING

Ed loves a good riddle. Ever since being the fastest to find the toaster in the tree in his pediatric dentist's waiting room, he has been solving marketing and operational challenges with creative and strategic instincts. Along the way he has collected a cum laude business degree in Hospitality Administration from Florida State University and a Master's degree in Creative Writing and English Literature from Southern Methodist University in Dallas.

Most recently Ed gained valuable experience on both the client and agency sides of the branding relationship as an ADDY-award-winning Director of Marketing and Communications for the parent corporation to a group of national facility services companies serving transportation, travel, aviation, retail, healthcare, and hospitality industries. He has also worked as Senior Copywriter and Marketing Strategist for a branding design firm in Nashville specializing in persuasive content for Music Row, corporate, and non-profit clients. His success can be traced to intense curiosity, ability to listen intently, and all those questions that lead to solving any riddle.

Ed caters to North Star clients with creativity, effective communication and customer service. His insights and instincts lead clients to a broad, inclusive approach to successful community place branding for the long-term. He has led successful community place branding initiatives for Iowa's Creative Corridor; Lima/Allen County, Ohio; Lauderdale Lakes, Florida; Brookings, South Dakota; Jamestown, New York; Helena-West Helena, Arkansas; Downtown New Orleans, Louisiana; Arapahoe County, Colorado, State of Mississippi; State of Florida; Goshen, Indiana and Tehachapi, California.

After living off the grid for several years in Taos, New Mexico, enjoying hiking, mountain biking, and discovering some artistic talent, Ed returned to his native Tennessee. Back home he launched 2 eds design, a small enterprise with Ed Sr. specializing in creating home furnishings and custom artwork in wood and metal.

KEY PERSONNEL

LORI ODOM, VICE PRESIDENT/ RESEARCH AND ECONOMIC DEVELOPMENT

Lori is North Star’s veteran economic development guru, offering clients a unique mix of business development acumen and strategic marketing skills. Having spent the last 10 years guiding the State of Tennessee’s domestic and international business recruitment efforts, Lori understands what it takes to attract new business opportunities to a community. Highlights from her work at the state include assisting Volkswagen, Nissan, Amazon and others chose locations in Tennessee to grow or expand their operations.

In her North Star capacity, Lori will oversee all economic development branding projects, ensuring that economic development driven client brands are not only compelling and competitive but that they are grounded in strategies that forge relationships with key business audiences including CEOs, site selectors, recruiters, individual talent and media. Lori will also oversee North Star’s research department with an emphasis on developing and refining research tools that help communities dig down to the information they need to make positive change . . . whether that data is public opinion regarding reputation or a matrix of top business prospects based on criteria specific to the community.

Prior to coming to North Star, Lori traveled the world in the pursuit of business development – and has the frequent flyer miles to prove it! She led multi-state international cooperative events in Japan which included the Governors of seven southeastern states and influential Japanese business leaders. A pro at “herding cats,” Lori has taken hundreds of business leaders to Asia, Europe and Canada to develop relationships and promote cooperation. As part of former Tennessee Governor Phil Bredesen’s team, she was instrumental in the relocation of the Japanese Consulate from New Orleans to Nashville and the establishment of the Tennessee China Development Center in Beijing, China. During her time as the state’s Director of International Investment (2006-2010), foreign direct investment represented nearly \$4 out of every \$10 dollars invested in Tennessee encompassing over 35% of all investments made in Tennessee for that time period.

When not traveling the world, Lori traveled the state assisting large and small communities as they developed strategies to compete in the global market.

A graduate of the University of Tennessee in Knoxville, Lori earned a Master of Science in Human Resource Development and a Bachelor of Science in Communications. She and her husband live in Nashville where they spend their free time enjoying the city’s great restaurants and vibrant music scene.

KEY PERSONNEL

RUPA DELOACH, VICE PRESIDENT, RESEARCH SERVICES

Rupa R. DeLoach comes to North Star bringing her experience as the Director of Research for the Tennessee Department of Economic & Community Development, where she served for seven years. At the state, she was responsible for all research activity pertaining to Tennessee's business recruitment, expansion and retention efforts, community and rural economic development strategies, as well as the statistical evaluation of job and investment growth in Tennessee and other aspects of the labor market landscape reported to the executive and legislative branches. Under her tenure with the state, ECD's data systems (particularly those pertaining to the automotive industry and foreign direct investment) caught the attention of notable organizations such as the Brookings Institute and the Financial Times FDI Markets, as being the definitive source of investment and industry data in Tennessee. Rupa's tenacious nature, ability to ferret out just the right data set, and shape it into marketable information allowed Tennessee to "land" major competitive recruitment efforts that would have otherwise gone to competing states.

Additionally, Rupa has had nearly two decades of experience as an entrepreneur and consultant to various NGOs throughout the world.

Rupa was a founding member of the Southern Automotive Women's Forum, where she served on the Board of Directors as VP of Research and Development as well as on the organization's executive leadership team, from 2009 - 2013. As co-chair of the scholarship committee, she has helped to raise and disburse nearly \$100K in scholarships to deserving young women pursuing careers in STEM (Science Technology Engineering and Mathematics) fields with the hope of advancing in the automotive industry. As part of this passion for promoting education and furthering diversity in STEM, she also serves on the Advisory Board for WISTEM (Women in Science Technology Engineering and Mathematics) at Middle Tennessee State University.

Since 2008, she has also served on the Board of Examiners for the Tennessee Center for Performance Excellence, helping Tennessee companies and organizations evaluate their operational processes using National Baldrige Performance Excellence based criteria.

Rupa has a graduate degree in Economics from Vanderbilt University and an undergraduate degree in Public Management from Florida Atlantic University. She currently resides in Nashville with her husband where they spend their time chasing a toddler and an infant, taking long drives (okay they only do this to get the babies to sleep) and trying to take in the art scene.

KEY PERSONNEL

ADAM WINSTEAD, COMMUNITY BRAND SUPERVISOR

A North Star veteran, Adam spent his first several years as the company's Research Supervisor. In that position, he helped determine the research needs of clients, design research studies and conduct field research. He also compiled, coordinated, dissected and organized the mountain of quantitative and qualitative research and data that serve as the strategic foundation for every North Star brand client. Finally, Adam helped expand the North Star research offering to include ROI and conversion studies, perception mapping and customized research. He also refined and expanded North Star's proprietary citizen advocacy measure: the Brand Barometer and served a pivotal role in developing another proprietary North Star research tool designed to help community economic development organizations identify top business prospects based on criteria specific to the community. When clients started requesting more of his time, Adam was promoted to Community Brand Supervisor where all of his considerable computer, analytical, design, strategic, management and people skills are put to excellent use. In that position, Adam helps communities build on their abilities to turn aspiration into achievement. Clients benefit from his ability to think both creatively and strategically, and appreciate the warmth and thoughtfulness of his manner. He has worked on a number of projects including Dandridge, Tennessee; Johnson County, Kansas; Jacksonville, North Carolina; South Main Historic Arts District in Memphis; New Bern, North Carolina; Greenville, Illinois; and Lake Bluff, Illinois.

Adam is one of those rare people who did more in his college career than many people do in a lifetime. He graduated from Belmont University with a bachelor's degree in economics and marketing. While there he worked for Sodexo Campus Services as Marketing Manager for the entire Belmont Dining program. He sat on the national Education Division's prestigious Student Board of Directors, charged with helping universities across the nation identify and better meet student needs. Adam also was a key player in event marketing for the 2008 Presidential Town Hall Debates and numerous Country Music Television Awards ceremonies.

A Memphis native, Adam is a "fantastic" cook and a devout foodie. (To burn those calories, he is preparing to run his fourth half marathon.) And his soulful singing voice often can be heard ringing through the North Star halls.

KEY PERSONNEL

KELLEY BRACKETT, COMMUNITY BRAND COORDINATOR

Kelley adds valuable public relations and social media experience to the North Star team after an award-winning tenure with North Carolina State University as a Communications and Marketing Specialist delivering dynamic media campaigns, educational programming, and branded events and restaurant concepts for the retail and hospitality division of the campus.

At North Star, Kelley has served as project managers for communities of all shapes and sizes. Her skills have been applied to grass-roots marketing plans focused on neighborhood revitalization programs in West Humboldt Park in Chicago and Middle Main in Poughkeepsie, NY, crafting a destination brand for New Jersey's largest metropolis – Newark, and developing a communitywide brand to attract economic growth in Rancho Cordova, CA among others. Her strengths in creative thinking and writing have proven to be an asset in brand development. She attributes her enthusiasm for clients and communities to a love of travel, an eye for detail and the simple joy that comes with discovering hidden gems in unexpected places. Kelley earned a BA in communications and journalism with highest honors from North Carolina State University.

CHRISTI MCEACHERN, EXECUTIVE CREATIVE DIRECTOR

For more than 20 years, Christi McEachern has made her mark as a marketing writer, editor and strategic planner. Her primary areas of emphasis include economic development, healthcare, travel and tourism, and community place branding.

Prior to joining North Star in 2003, Christi worked with a wide variety of clients including Days Inn, Ramada, American Express, UPS, UPS Worldwide Logistics, Cellular One, AmSouth, Parisian, BellSouth Business Systems, the Arthritis Foundation, Blue Cross and Blue Shield of Georgia, HealthNet, TennCare, Physicians' Mutual, HCA, Matria Healthcare, Schering-Plough and Merck. She has received numerous awards for writing and editing.

A 10-year North Star veteran, Christi's writing, strategic and client management skills are now put to good use. In addition to overseeing the care and nurturing of clients, Christi applies her keen creative eye to the development of creative and strategic direction for community place branding projects. A long-time business and marketing writer, she is also considered the "voice of North Star." This includes tasks such as writing the website, biweekly marketing blasts, blog, branding articles, public relations and more. She oversees and manages every step of the North Star creative process and has spearheaded the creative development of numerous projects including Lee's Summit, Missouri; Georgia's Golden Isles; Newark, New Jersey; Iowa's Creative Corridor and Snohomish County, Washington.

KEY PERSONNEL

S.A. HABIB, CO-CREATIVE DIRECTOR

As long as he can remember, Habib has had an eye for design and beauty and a passion for creating things that connect emotionally with the consumer. Born and raised in Pakistan, as a youth Habib participated with his family creatively in their textile business, designing fabrics and finishes for the material they manufactured.

Since moving to the United States, Habib has quietly taken the creative world by storm as a student, teacher, creative director and business owner. At the creative helm of the agency The Buntin Group he worked on accounts ranging from healthcare to tourism to retail. In 1998, he founded his own creative agency, Locomotion Creative, which continues to build brands that win awards. This includes winning the “Silver Medal,” the highest achievement award of the American Advertising Federation in 2008.

His account credits include the Greenbrier Resort, Captain D’s, Georgia Boot, Century Boats, The Little Clinic, Pinnacle Financial Partners, Lee Jeans, Wrangler, Nautica and Red Kap, Tractor Supply, Kroger Food Stores and Dollar General. As Associate Creative Director for North Star, Habib shares with our community clients his knack for compelling creative execution based upon sound strategy and pragmatism. He leads a brilliant team including web designers, graphic designers, artists, photographers, video production gurus and illustrators. He helped create some of North Star’s most compelling brands including Columbus, Georgia, the agency’s first-ever community-wide brand.

When he is not bringing community brands to life, Habib is in his studio where he paints landscapes, still lifes and graphic vignettes inspired by such modern impressionists as John Singer Sargent, Anders Zorn and Joaquin Sorrolla. He also plays a mean game of golf.

CONCLUSION

One of the often-neglected responsibilities of community leaders is the job of building a reputation that is fair, honest and powerful. Whether leading a small town or a world power, leaders owe it to their individual and institutional constituents to dig out the “competitive identity” of their community. This identity comes from the history, the culture, the geography and the society of the place – as such, it should be an accurate reflection of the genius and the will of the people.

Congratulations to New Rochelle for taking the first step in digging out your unique competitive identity! Having provided more complete branding solutions to more communities than any other branding company, North Star is the industry leader in place branding. We are the only company to combine research, strategy, creativity and action in one program specifically for communities.

At the completion of the New Rochelle BrandPrint, North Star will have discovered your optimum brand positioning, the best use of resources to leverage your equity in that brand and the ideal creative message to positively influence residents, businesses and visitors. We will also have developed an action plan designed to take that brand identity and make it come to life in every corner of your community.

We are delighted with this opportunity and would consider it an honor to work with you and New Rochelle, New York!



Don McEachern
President & CEO

January 23, 2014

Date