



**CITY OF KIRKLAND**  
**City Manager's Office**  
123 Fifth Avenue, Kirkland, WA 98033 425.587.3001  
[www.ci.kirkland.wa.us](http://www.ci.kirkland.wa.us)

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## **MEMORANDUM**

**To:** David Ramsay  
**From:** Ellen Miller-Wolfe  
**Date:** May 16, 2006  
**Subject:** Review of Kirkland Economic Partnership

### **RECOMMENDATION:**

It is recommended that the City Council consider revisions to the existing organization and staffing for the Kirkland Economic Partnership (KEP). These revisions include elevating and restructuring the current KEP Board of Advisors; replacement of the Board with a CEO-level business roundtable representing major business clusters in Kirkland, regional real estate and finance interests, Chamber of Commerce and city government. In addition, the recommendation is to make modest changes to the job description and reporting relationships of the current KEP Advocate; focusing the scope of work of this part-time position on business outreach and assistance on permits and other City requirements, while maintaining the current structure - a contract with the Chamber for the position and its support needs. In addition, under this recommendation, the dual reporting relationships to both Chamber and City officials will be maintained with substantial City involvement in developing a scope of work, training the individual and overseeing the carrying out of the work plan.

Staff is seeking input from the Council, and with that, will determine next steps including but not limited to the possibility of bringing back a proposed contract with the Chamber at an upcoming June meeting.

### **BACKGROUND DISCUSSION:**

#### **Findings: Current Organization and Operation of KEP Board of Advisors**

The current KEP Board of Advisors, a group comprised of business, institutional, City and neighborhood representatives was chartered in 2003 to oversee business recruitment, retention and promotion efforts. After an ambitious beginning, the KEP Board has devolved to primarily a monthly business networking venue and an opportunity for business to hear about permit assistance (casework) for small businesses, City programs, and the results of retention visits with local companies. Business, institutional and neighborhood interests are represented on the Board. Participation has dwindled in part because of staffing transitions in the KEP organization. Lack of a strategic approach may discourage participation by business leadership. In summary, with the exception of serving as a sounding board for the results of business visits and casework with individual businesses, and hearing about City activities, the Board of Advisors seems to have lost momentum and utility.

## **Recommendation: Kirkland Business Roundtable**

### Organization

A CEO-level business roundtable (name to be determined) is recommended to replace the current KEP Board of Advisors. This group would be comprised of representatives from major Kirkland business clusters, the Economic Development Committee of the Kirkland City Council, regionally-active financial and real estate development representatives, Chamber of Commerce and others who can bring a broad perspective on business needs and trends together with a proven commitment to improving the business climate in Kirkland.

### Scope of Work

Roundtable members will become familiar with City economic development programs, regional economic development and current challenges and opportunities for the region and for Kirkland's business climate and local economy. City staff (or outside experts as required), will frame major City and regional policy issues for group consideration and feedback. Roundtable members will be asked to help access decision makers, both public and private, that can help to expedite economic development efforts. The group may delegate work to ad hoc task forces. (It is likely that the Roundtable members would not carry out assignments themselves) to lend their support for major ED initiatives.

### Meetings

The Roundtable will hold rotating quarterly breakfast meetings with presentations on selected topics followed by discussion and recommendations.

### Staffing

The City Manager, ED Manager, and other City managers as needed will staff the Roundtable.

## **Findings: Current KEP Advocate Position**

The current position (salary of approximately \$3,600/ mo.) is funded through a contract with the Chamber. The position is a part-time contractor who works 80 hrs/mo. Through a survey of both internal city staff and external clients and KEP Board Advisors, we found that there was general satisfaction with the Advocate's work. External clients are satisfied that their issues have been heard and resolved (i.e. dispatched to the appropriate City staff) and appreciate the convenience of meeting with the Advocate at their place of business. They state that the service requires better promotion and improved communication about the Advocate's contact information and work hours. They value the Advocate's independence from the City and feel it assures impartial treatment. They want the work of the Advocate focused on permits, not business planning etc.

Looking at the economic development practices of comparably-sized cities (see attached), there was no comparable partnership around a business advocate. While there were several examples of distributing economic development tasks among public and private sector organizations, more often the private sector took on the marketing and networking functions of the economic development program.

## **Recommendation: Business Retention Specialist (former ED Advocate)**

### Reporting Relationship

There is value in keeping the position at the Chamber and also a value in the perception of independence from government the Chamber umbrella provides. The partnership also helps to cement the relationship between Chamber and City. However, for purposes of training and continuous guidance, the position requires a stronger, more direct reporting relationship with the Economic Development Manager. A shared supervision between Chamber and City is envisioned.

### Name Change

The title, Advocate, suggests that a go-between is needed between business and City as opposed to a dispatcher/expediter for business interests. The recommendation is to title this position Business Retention Specialist or something comparable to dispel any notion that the City is unfriendly to business.

### Scope of Work

- Respond to business requests for assistance with City permits and related concerns.
- Provide on-site services to businesses to determine the nature of their issues. Dispatch customers to appropriate City staff
- Advise Economic Development Manager of issues that require more complicated response and perform additional duties as required.
- Maintain detailed records of assistance to individual business clients. Provide monthly analysis of business assistance provide. Schedule monthly visitations with Kirkland businesses.
- Develop informational campaign to describe and market the services of the business retention specialist to internal City departments and external business clients.
- Establish standard office hours, possibly two stations (at City and Chamber) and various lines of communication for client convenience

### Skills, Knowledge, Abilities

The individual shall have a thorough knowledge of City codes, permitting and enforcement processes, protocols, and key staff. Familiarity with needs of business clusters and small businesses that are located in Kirkland also is important. Computer literacy – including Excel and other commonly used software applications would be required.

### Attachments:

#### KEP Historical Materials

Current Contract with Chamber of Commerce for Advocate and Related Services

Survey results – Economic Development Programs in Comparably-Sized Cities

Washington Roundtable: Mission and Frequently Asked Questions

**CITY OF KIRKLAND****City Manager's Office**

123 Fifth Avenue, Kirkland, WA 98033 425.828.1100

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**MEMORANDUM**

**To:** Kirkland City Council

**From:** David Ramsay 

**Date:** April 7, 2003

**Subject:** Economic Development Strategy

**Recommendation**

That the City Council approve the recommendation of the Economic Development Steering Committee for the implementation of an economic development strategy. This would include authorizing the City Manager to negotiate a contract with the Kirkland Chamber of Commerce to provide services consistent with a City Council approved work program and budget and to direct that a Totem Lake Action Team be created with recommendations for membership to be submitted to the City Council for approval.

**Background**

The City Council met with the Economic Development Steering Committee in January to discuss the Committee's progress on the development of a strategy. At that time, Council gave the Committee direction on the following issues: make appointments of neighborhood association representatives to the Committee, continue development of the recommended economic development strategy and develop a proposal for a committee to pursue development in the Totem Lake area. The Committee is now prepared to report to Council on all three issues.

The Kirkland Alliance of Neighborhoods (KAN) was asked to suggest neighborhood representatives for the Economic Development Steering Committee. The following names were put forward: Karen Tennyson from the North Rose Hill Neighborhood Association and Carol Buckingham from the Central Houghton Neighborhood Association. Both received an orientation from staff and were present at the most recent Committee meeting.

The Committee considered several models for how best to pursue economic development including the use of City staff, a consultant or contracting with an agency. The Committee has spent the last several meetings reviewing a proposal from the Kirkland Chamber of Commerce to design and implement the economic development strategy. After considerable discussion and some modifications, it is the Committee's recommendation that the proposal be approved by the City Council. Please find attached a copy of the Chamber's proposal. The proposal is designed to be considered in two phases. Council is being asked at this time to approve only the first phase. This first phase covers the period of May – December 2003. Council may be asked to consider additional work program items during the remainder of this year.

Key to the effectiveness of this strategy will be the establishment of the Economic Development Partnership (EDP). The EDP will take over from the Steering Committee whose task it was to create this strategy. Reporting directly to the City Council, the EDP will provide leadership for this effort including oversight of the contract with the Chamber. All members will be appointed by the Council and will include representatives from business, neighborhoods, major institutions and the City.

The first phase of the Chamber's proposal focuses on two primary areas. The first area concerns organization of the EDP and development of a specific work program. If the concept for the EDP that is described above is acceptable, specific membership recommendations will be brought back to Council for your consideration. Operating procedures for the EDP will also be established. The EDP's first task will be the development of a recommended work program and budget for Council's consideration. The attached report from the Committee lists the following work program areas:

- Retention, Outreach and Communication
- Targeted Business Recruitment
- Data Collection and Research
- Planning and Policy Development

There are tasks listed for each work program area. The EDP will prioritize these tasks, develop specific strategies for how to accomplish them and propose a budget. This recommendation will then be presented to Council and will form the basis for the next phase. These recommendations will come to the Council during the year and/or as part of the 2004 budget review process. This second phase will represent the on-going economic development strategy. It will also include specific program objectives and measurable outcomes.

The second area of focus during this initial phase will be business retention. This is in recognition of the principle that fundamental to any economic development strategy is working with current businesses to keep them in Kirkland and help them be successful. The Chamber has developed the Keeping Kirkland's Enterprises and Entrepreneurs Prosperous (KEEP) Program of business visits and follow-up for this specific purpose. Under this proposal, the number of KEEP business visits will be expanded significantly and an ombudsman role will be added. The intent here is to create one place where businesses can go with questions, requests or complaints.

To accomplish this first phase (and continue to the next phase), the Chamber's proposal involves the hiring of two part-time (20 hrs/wk) staff – an Economic Development Coordinator and an Economic Development Ombudsman. The proposed budget also calls for some overhead costs for the Chamber and support costs for the City. The total budget for the period of May – December 2003 would be \$79,600. It is also recommended that \$10,000 be allocated to the Planning Department to reimburse them for economic development work done during January – April that was not part of their 2003 budget. This will cover the costs of planning consultants that were used to "backfill" for staff assigned to economic development. The balance of the \$170,000 budgeted for economic development would be held in reserve pending the EDP's development of a recommended work program. Once Council has approved this work program, the contract with the Chamber can be amended to include the additional needed funding. For future years, the EDP's work program recommendations will be considered by Council during the budget process.

The Economic Development Steering Committee has also reviewed and commented on a concept for a Totem Lake Action Team (working title). Please find attached a draft of this proposal. The role and structure are similar to the Downtown Action Team (DAT). The intent is to have a broad representation involving a wide variety of interests. If this concept is acceptable to Council, specific membership recommendations will be brought back for your consideration. City staff will provide support for this committee.

City staff will continue to play an important role in implementing this economic development strategy. Please find attached an outline of the specific activities in which they will be involved. Central to this economic development strategy is the recognition by all the parties involved that a healthy business climate and a high quality of life in the community are very much dependent on each other.

## **Totem Lake Neighborhood Plan Implementation Committee**

Preliminary Draft Concept

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To bridge the long term vision for the Totem Lake Neighborhood Plan described in the Comprehensive Plan and the growth and development in the area, it is recommended that a steering committee be formed to help guide and set priorities for the implementation of the Plan's goals, policies and objectives.

### **What should the group's mission be?**

The primary role of the committee will be to develop short and long term action items, priorities, and the resources needed to breathe life into the Neighborhood Plan. Emphasis will be on creating implementation strategies to strengthen the economic vitality of the commercial areas.

### **Potential Committee Tasks**

Below is an example of the tasks that the Committee could pursue:

- Determine the specific action items or key implementation strategies that are needed to achieve the Totem Lake Neighborhood Plan vision.
- Identify economic development strategies that will make the area more competitive.
- In coordination with the Transportation Commission review and prioritize transportation and capital facilities projects listed in the Plan to ensure that they will provide the infrastructure to support future economic development opportunities.
- Identify opportunity sites for redevelopment potential and work with property owners to achieve mutual goals.
- Coordinate with or partner with the Chamber of Commerce efforts to provide business support for their constituents in the area.
- Report back to City Council and the Economic Development Steering Committee on the activities of the committee.

### **How should the group be structured?**

Conceptually, the committee would be structured similar to the Downtown Action Team (DAT) consisting of representatives from the business community, property owners, neighborhoods, institutional, educational and government organizations that have an interest in the future growth of the Totem Lake area. A smaller executive committee could direct or guide the work of a larger committee. The larger committee could meet quarterly with the executive committee meeting monthly.

To ensure that there is a broad representation of the Totem Lake community, staff recommends that the committee include representatives from the business sectors and organizations noted on the following page. To the extent possible, the membership should be appointed by the groups that the members represent, but this may be difficult for some groups.

## Membership

### Business park/ office/ industrial (7)

- I-405 Corporate Center manager
- Manager of complex on south side of 120th St., south of Fred Meyer
- Par Mac area property owner
- Totem Valley Business Park owner/ manager
- Doctor
- Other free-standing office owner

### Retail (7)

- Auto dealer
- Totem Lake Mall owner/ manager
- Other retail center owner/ manager (e.g. Totem Square or Totem West)
- Small retailer (2)
- Large retailer (e.g. Fred Meyer, COSTCO Home, Dania) (2)
- Financial/Banking

### Institutions (2)

- Evergreen Hospital representative
- Lake Washington Technical College representative

### Hotel manager (1)

### Residential (6)

- Neighborhood residents (2)
- Retirement home representative
- North Rose Hill representative
- South Juanita representative
- North Juanita representative

### Youth Representative (1)

### Councils, Boards and Commissions (5)

- City Council member
- Planning Commission member
- Transportation Commission member
- Parks Board member
- Design Review Board member

### City Administration (2)

- City Manager
- Planning Director or Deputy

### Chamber of Commerce (3)

- Board member
- Executive Director
- Economic Development Coordinator

### **TOTAL MEMBERSHIP: 34**

### Staff support

- Janice Soloff - coordinator
- Dorian Collins - Totem Lake plan and zoning
- Public Works staff - transportation issues
- Sound Transit/ METRO staff - transit issues
- ARCH - housing issues
- Parks staff
- Finance staff

### Executive Committee

- Committee Chair
- Committee Vice Chair
- City Manager
- Chamber of Commerce Executive Director
- Planning Commission representative

**DRAFT – FOR DISCUSSION  
PURPOSES**

April 2, 2003

TO: Members of the Kirkland City Council  
FROM: Economic Development Steering Committee

RE: Recommendations for Implementation of the Kirkland Economic  
Development Strategy

**Background:**

Faced with a serious economic downturn expected to last for the next several years, the Council has made the wise decision to invest in a deliberate effort to improve the economic health of the city. The goal of the initiative is to strengthen and diversify Kirkland's economy in order to provide *real quality of life and economic returns to the city and its citizens.*

Kirkland, like all Washington jurisdictions, receives revenue from a narrow list of sources. *Sales tax and property tax top the list, followed by user and utility fees.* In the current economic climate, cities look for every reasonable way to reduce expenditures. Additionally, they are forced to consider three options to maintain revenues just to keep up with rising costs and maintain service levels: increase the rates of existing taxes and fees under their jurisdiction; impose new taxes, or stimulate the growth of the tax base as best as they can. The choice is always a difficult one. All of us - elected officials, city staff, business leaders, and citizens alike – agonized over finding the right balance of these approaches.

While the first two choices may appear to be the quickest route to financial stability, these short-term fixes can have serious adverse impacts on the long-term economic health of the city. The choice to grow and diversify the economy is more difficult to achieve, but holds the best promise for long-term prosperity for public, commercial and residential interests.

A serious attempt to produce these long-term returns is central to any city's planning, and in fact is clearly identified in Kirkland's Comprehensive Plan. Many cities throughout King County, the region and the state have similar programs well underway. Kirkland can learn much from these other efforts, some of which have been very successful. Kirkland's program will take the best of these efforts, and adapt them to meet Kirkland's unique character and needs.

**2003 - 05 Economic Development Work Program:**

The Economic Development Steering Committee has been meeting since August 2002, during which time we have developed the following recommended scope of work for an on-going *Economic Development Partnership*:

**A. Retention, Outreach and Communication**

- i. Create the position of economic development ombudsman whose job it will be to on the street talking with business owners, troubleshooting concerns, coordinating solutions, and strengthening communication among current and potential Kirkland business

- owners and managers and the ED Partnerships members (City, business sector, community members, and major institutions).
- ii. Maintain and enhance the KEEP program and include exit interviews with businesses leaving Kirkland.
  - iii. Develop branding image and marketing materials around doing business in Kirkland.
  - iv. Create/maintain web site as information/education tool for use by prospective businesses and a resource for real estate professionals
  - v. Provide on-going education of the community around the benefits of a strong local economy.
  - vi. Regularly communicate activity of the ED Partnership to all interested parties.

#### **B. Targeted Business Recruitment**

- i. Work with the commercial real estate community (owners, developers, agents) and others to attract businesses to Kirkland as identified in the Comp Plan, and that meet the overall goals of the ED program and community character.
- ii. Seek collaborative opportunities (such as with the EDC) and research tools to better understand what kinds of business attraction opportunities exist for Kirkland.

#### **C. Data Collection and Research**

- i. Review and improve the City's capability to collect data from existing Kirkland businesses for use in analysis and tracking trends.
- ii. Become familiar with the many outside data sources available from private and public sources for use in achieving our goals.
- iii. Make creative use of these outside sources with an eye to leveraging resources and knowing what kinds of data will be most helpful for any given activity (get as much as we can for the least amount of money).

#### **D. Planning and Policy Development**

- i. Identify a set of measurable targets and goals to achieve by end of 2005.
- ii. Develop and promote policies that support an improved business climate including infrastructure needs (transportation, capital facilities, education and training opportunities), and regulatory improvements (speeding permit reviews, making regulations more predictable, etc.)
- iii. Make recommendations and advocate for changes to the economic element of the Kirkland Comprehensive Plan.
- iv. Seek and create collaborative opportunities with the Chamber, KDL, LTAC, LWTC, the Seattle King County EDC and others to achieve economic goals.
- v. Develop a strategy for attracting targeted businesses and to reduce leakage

- Build and strengthen relationships with existing businesses via the KEEP program and other personal visits.
- Act as the 'go-to' person, or caseworker, for businesses considering an expansion, or move into, within, or exiting from Kirkland.
- Collect information from existing and prospective business owners and operators to help shape policy development on business climate issues.
- Other duties as they may arise

*Ombudsman Job Description:*

- *Contract position @ 20 hours/week funded at up to \$3000/month.*
- *Reports to: the ED Coordinator.*

**City Contracting with the Chamber to Manage the Program:**

We recommend approval for the management of these activities through a contract with the Kirkland Chamber of Commerce drafted and approved by both parties. We recommend this relationship for several reasons:

- Allowing the Chamber to manage the program places it in the hands of the business community as represented by the Chamber.
- It gives the business community a visible return on the new business tax.
- It provides some additional flexibility and agility as the program gets off the ground to have it outside of the City's normal processes.

The Chamber will provide a physical presence for the program including access to a computer, phone for Partnership staff, and mailing address. The Chamber will contribute these services through 2003.

This relationship may change at some point in the future, but we suggest this is the best manner in which to initiate activity in this new economic development effort. An annual evaluation of this relationship would take place along with regular reporting on progress to all interested parties. The contract would reflect all appropriate legal and reporting requirements of the City and be mutually agreed to by the parties.

**Funding Request:**

To initiate this activity, the Economic Development Steering Committee requests:

- \$40,000 for the position of ED Coordinator May – December 2003
- \$24,000 for the position of ED Ombudsman May – December 2003
- \$1600 to reimburse incidental expenses incurred by the ED staff (parking, meals, etc. @ \$200/month)
- \$2000 for program set-up costs such as business cards, letterhead, voicemail box, email address, etc.
- \$10,000 to City for additional ongoing staff time on economic development tasks (rate of approx. .1 FTE) May – December 2003.
- \$2,000 to Chamber for ongoing staff time on economic development tasks through 2003 (approx. .1 support FTE May – December 2003).

TOTAL Request: \$79,600

The ED Partnership will return to Council to request the balance of the \$170,000 ED funds once it has prioritized projects and created a work program and budget for 2003.



April 10, 2003

Kirkland City Council  
City Hall  
123 Fifth Avenue  
Kirkland, Washington 98033

Mayor Springer and Members of the Council:

I am writing as President of the Greater Kirkland Chamber of Commerce to support the efforts of the Economic Development Steering Committee and, in particular, to support the attached proposal which will move the Economic Development initiative into action.

You are all aware that the Chamber has long held the position that developing the economic potential of the City will benefit everyone. Throughout the past year, as the Chamber responded to the various Business License Fee proposals, we stressed the fact that the underlying "structural" problem was the need for effective and appropriate economic development. Indeed, our formal position on the Business License Fee reflected our belief that a significant portion of the proceeds from the fee be targeted to Economic Development.

I want to thank Council members for keeping their word: the funds to address Economic Development are indeed contained in the 2003 Budget. I also want to formally recognize and thank Dave Ramsay and his extraordinary staff for taking the initiative to pull together a Steering Committee to develop consensus on the best way to move this idea into action. ~~This~~ Steering Committee (consisting of representatives of the Chamber, Kirkland Downtown on the Lake, neighborhoods, City Council and staff) after several months' deliberation, achieved consensus on the kinds of work that needed to be done and on an operating structure to ensure that it happens. This proposed operating structure is based on three significant principles:

- ◆ **Goal/Outcome Driven.** Optimum use of scarce dollars requires that outcomes be stated and there be general agreement around the outcomes that are expected. At the overall project level, two goals are fundamental: 1) increase the tax base of the city and; 2) increase jobs.
- ◆ **Recognizes the Business Community as essential partner in Economic Development.** The strength of this effort is in the partnership between the City and the business community. That said, we believe that the chances of success for this effort

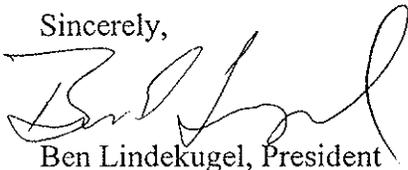
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will be enhanced if the business community is seen as having an active role in guiding and directing these efforts.

- ◆ **Implementation should be based primarily on purchased services.** The most efficient method of accomplishing the Economic Development work plan is by contracting for services needed based on specific hours and/or specific “deliverables”. This methodology allows for greater accountability, more efficient use of dollars and a stronger likelihood that the effort will be successful.

The Chamber requests that you adopt the proposal as submitted by Mr. Ramsay, allowing us to “get to work”. Thank you for recognizing the importance of Economic Development, not only to the business community, but to all the citizens of Kirkland.

Sincerely,

A handwritten signature in black ink, appearing to read "Ben Lindekugel". The signature is fluid and cursive, with a large loop at the end.

Ben Lindekugel, President  
Greater Kirkland Chamber of Commerce



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MEMORANDUM

To: Dave Ramsay, City Manager, City of Kirkland  
From: Bill Vadino, Executive Director, Greater Kirkland Chamber of Commerce  
Date: November 21, 2005  
Subject: KEP Contract

Per the action of the City Council, we understand that the City of Kirkland's contract with the Greater Kirkland Chamber of Commerce to administer the Kirkland Economic Partnership will be renewed on a rolling 30 day renewal basis.

Given that our contract with the City of Kirkland ends on December 31, 2005 and our consultant contract with John Overton ends on December 31, 2005, we propose that we if we have not been notified by the 1<sup>st</sup> of the Month, that will be notification that the contract is renewed for the next 30 days. Thus, if we have not been notified on December 1 that the contract is terminated, the contract will be extended to January 31, 2005. If on January 1 we have not been notified that the contract is terminated, the contract will be extended to February 28, etc., etc.

We look forward to continuing the administration of the KEP program while the future of the program is determined.

## Economic Development Program Comparables

	RESOURCES					PROGRAMS						
	Who is responsible for economic development?	Reporting Relationship	Staffing / Budget	Funding Sources	Partnerships	Retention	Marketing	Recruitment	Tourism	Planning	Priorities / Projects	External & Internal Agency Implementation
<b>EDMONDS</b>	Jennifer Gerend, Economic Development Director	Mayor	1 FTE	General Fund	Edmonds Chamber of Commerce Downtown Merchant's Committee Port Edmonds Center for the Arts Edmonds Community College Stevens Hospital	✓ formerly chamber	✓	✓	✓	✓	Retention & Expansion Recruitment Planning Diversify Tax Base	Retention was formerly contracted to Chamber. With Economic Development Director appointment, City has assumed economic development program management.
<b>BELLEVUE</b>	Vacant Economic Development Director, Bob Derrick, Interim ED Manager	City Manager	2 FTE 0.5 Assisant	General Fund, Hotel and Motel Tax	Bellevue Chamber of Commerce Port of Seattle Bellevue Entrepreneur Center Enterprise Seattle Bellevue Economic Partnership: Chamber, Downtown Association, Meydenbauer Convention Center	✓	✓	✓	✓	✓	Recruitment Planning Ombudsman Small Business Assistance	City and Chamber (BEP lead) share economic development functions. City's major role is providing a supportive business climate (taxes, planning and infrastructure). City contributes \$20K to Chamber for BEP staffing and \$10K to Bellevue Entrepreneur Center, a nonprofit assistance center for small businesses. Meydenbauer Center funded by Hotel and Motel Tax.
<b>BEND, OR</b>	John Russell, Urban Renewal and Economic Development Director	City Manager	6 FTE	Various Funds	Bend Chamber of Commerce Bend Downtowners Association Visitors' and Conference Bureau Economic Development for Central Oregon (EDCO)	✓	✓	✓	EDCO	Visitors' Bureau	Redevelopment Attract a University Development of Industrial Land	Economic development programs managed by city departments, with exception of recruitment, provided by regional economic development agency (EDCO). City consults with Chamber and Downtown Association in a collaborative relationship. There are also Economic Improvement Districts (EIDs).
<b>SAN LUIS OBISPO, CA</b>	Claire Clark, Economic Development Manager	Assistant City Manager	1 FTE 0.3 Assistant	General Fund, Transient Occupancy Tax	Downtown Association SLO Chamber of Commerce Visitors' and Conference Bureau Economic Vitality Corporation (EVC)	✓	✓	✓	Chamber & City (\$450K)	Visitors' Bureau	Ombudsmanship Permitting Annexation Sales Tax Revenue Transient Occupancy Tax	The city's program is 7 years old. Downtown Association, a "quasi-city" organization, is supported by business licenses and aids retention. Visitors' Bureau, a county agency, derives funds from a Transient Occupancy Tax used for tourism promotion. Chamber receives large portion of marketing funds to complement city marketing efforts. EVC receives \$5K/yr from city for regional ED & advocacy.
<b>TIGARD, OR</b>	Sean Farrelly, Associate Planner	Community Development Director	0.5 Planner	General Fund	Tigard Chamber of Commerce Downtown Business Association City Center Advisory Committee Portland Regional Partners for Business (PRPB)	✓	✓	✓	Regional Partners	Regional Partners	Downtown Improvement Plan Develop Freight & Commuter Rail Industrial Growth	Retention and planning programs managed by the City Community Development Department. Portland Regional Partners for Business has an evolved, regionalized plan for economic development in the Portland metro area which provides recruitment and marketing of large scale firms.
<b>KIRKLAND</b>	Ellen Miller-Wolfe, Economic Development Manager	City Manager	1 ED Manager 1 Tourism Manager	General Fund (Business Licenses), LTAC Funds	Kirkland Chamber of Commerce Kirkland Downtown Association Kirkland Economic Partnership (KEP)	✓	✓	✓	KEP	KEP	Recruit Key Business Clusters Totem Lake Redevelopment Tourism	With appointment of City Economic Development Manager, discussions are underway about permitting/retention work previously contracted to the Chamber and role of a business advisory group.

## Economic Development Program Comparables

	SATISFACTION LEVEL	INFORMATION							
	Satisfaction with Economic Development Program	Population	Type of Government	City Location	City Budget	Economic Development Budget	Area-Square Miles	Median Household Income	Other
<b>EDMONDS</b>	Very satisfied; biggest challenge is no growth constituents	39,860	Mayor-Council	Seattle coastal suburb	\$ 67,195,437	\$ 226,817	9	\$ 53,486	No B&O Tax
<b>BELLEVUE</b>		115,500	Council-Manager	Seattle lakeside suburb	\$ 491,200,000		31	\$ 64,633	
<b>BEND, OR</b>	Satisfied with direction and progress of program.	70,328	Council-Manager	Inland Central Oregon	\$ 181,700,000	\$ 4,510,547	32.5	\$ 44,684	
<b>SAN LUIS OBISPO, CA</b>	City & Chamber partnership is working well. Stakeholders comfortable with setup. Joint business visits every other month.	44,176	Council-Mayor-Administrator	Central California Coast	\$ 74,300,000		10.5	\$ 67,700	Tax Increment financing rejected by voters
<b>TIGARD, OR</b>	General satisfaction with ED although city doesn't have staff to handle full time ED. Heavy reliance on external agencies, especially Regional Partners.	44,070	Council-Manager	Portland suburb (10 miles)	\$ 106,777,290	\$ -	11.5	\$ 51,581	Business accessible to Portland metro area and No B&O Tax; use of tax increment financing
<b>KIRKLAND</b>		45,740	Council-Manager	Seattle lakeside suburb	\$ 138,571,819	\$ 170,000	11	\$ 62,553	

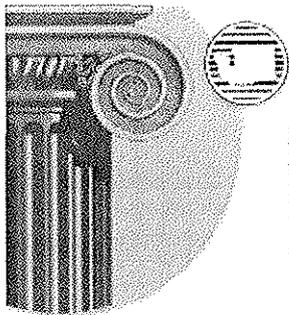


WASHINGTON  
ROUNDTABLE

*The Washington Roundtable is a nonprofit public policy research and advocacy organization composed of chief executives of major Washington state companies. Formed in 1983, the Roundtable studies and makes recommendations on the state's critical public policy issues. The Roundtable's three priority issues are: state fiscal policy, economic climate and education.*

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### **What is the Washington Roundtable?**

The Washington Roundtable is a nonpartisan, nonprofit organization that exists knowledge, creativity, and leadership of its 35 corporate members and five citizen members and their business organizations to serious challenges facing the state Washington.

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### **Why was the Washington Roundtable formed?**

Major business leaders formed the Washington Roundtable in 1983 because the a need to provide private sector leadership in state public policy. They wanted t vehicle for corporate leaders to contribute to our state with the hope of making place to live and do business.

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**What makes the Washington Roundtable different from other business organizations?**

What sets the Washington Roundtable apart is its board members and long-term perspective. No other organization in Washington brings together CEOs from the private sector to address critical public policy issues. When we decide to focus on a policy, we do so with a commitment to "stay the course" until we truly make a difference.

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**Is the Washington Roundtable a government organization?**

No. Although we work to address state policy issues, we are not affiliated with or funded by the public sector.

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**Does the Washington Roundtable endorse candidates or sponsor bills?**

The Washington Roundtable places its focus on policy, not politics. For that reason, although we work closely with state elected officials, we do not endorse or support candidates running for office. In select cases where legislation may be needed to address an issue we support, we will work with state leaders to see that necessary legislation is drafted and hopefully passed.

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**Is the Washington Roundtable a "think tank" or a lobbying group?**

We consider ourselves "thoughtful advocates" who invest the time necessary to research, develop sound recommendations, and then communicate our position so that they are understood and ultimately adopted.

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**How is the Washington Roundtable funded?**

The Washington Roundtable is supported solely through member dues.

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**Is the Washington Roundtable affiliated with the National Business Roundtable or other state Roundtables?**

No. Because we share many of the same priorities, such as education, with the National Business Roundtable and other state Roundtables, we exchange information; but we have no formal affiliation or alliance with these organizations.

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**Are there Roundtables in every state and are they organized the same way?**

No. There are currently state Roundtables in one form or another in many state organized and has membership reflective of its own needs and mission. For example have representation from public institutions such as universities, while others have membership to the private sector.

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#### **How does one become a member of the Washington Roundtable?**

Prospective board members are nominated to serve on the Washington Roundtable. A board member must either be the chief executive of a Washington state company or a ranking executive in Washington of a for-profit company headquartered elsewhere with significant business activity here in Washington. Candidates for membership must have a demonstrated interest in and commitment to public policy issues affecting Washington. In addition, the Washington Roundtable has a select number of citizen members invited to serve because of their unique qualifications, experience, or insights.

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#### **How long do board members serve?**

Board members are nominated to serve three-year terms and may be renominated for additional terms. Citizen members serve two-year terms and may also be renominated for additional terms.

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#### **How is the research for the Washington Roundtable's studies conducted?**

The Washington Roundtable seeks to provide the highest quality research and recommendations for action based on thorough analysis and the experience of its board members. Our research projects have been conducted using staff, loaned executives representing the companies of our board members, and hired consultants. Regardless of who conducts the research, the Washington Roundtable staff and board members are involved and guide the study process, and board members have final approval of all recommendations.

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#### **What are the criteria that the Washington Roundtable uses to determine issues it will focus on?**

We normally restrict our involvement to issues that fall within our three areas of education, economic climate and fiscal policy; but, primarily we look for issues that have a broad impact on the social and economic well-being of our state. We consider issues that are timely and possibly under consideration by state leaders. And finally, we select issues that we believe will benefit from the knowledge and perspective of our CEO members.

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#### **Why does the Washington Roundtable focus only on education, economic and fiscal policy?**

One of the qualities that makes the Washington Roundtable unique is our willingness to identify major public policy areas and then dedicate the time and resources over

term to see positive change occur. We believe that such persistence is extremel to truly making a difference.

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**Does the Washington Roundtable have functions the public can attend?**

From time to time we will cosponsor a public event that we believe will contribu public's understanding of one of our issues, but we do not normally hold open n events.

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**How often does the Washington Roundtable meet?**

The board of directors meets quarterly. Study committees meet more often dep upon the work they have undertaken and the issues they are dealing with.

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