

MULTNOMAH COUNTY OREGON

BOARD OF COUNTY COMMISSIONERS
ROOM 605, COUNTY COURTHOUSE
1021 S.W. FOURTH AVENUE
PORTLAND, OREGON 97204

GLADYS McCOY •	Chair •	248-3308
PAULINE ANDERSON •	District 1 •	248-5220
GRETCHEN KAFOURY •	District 2 •	248-5219
RICK BAUMAN •	District 3 •	248-5217
	District 4 •	248-5213
JANE McGARVIN •	Clerk •	248-3277

AGENDA OF
MEETINGS OF THE MULTNOMAH COUNTY BOARD OF COMMISSIONERS
FOR THE WEEK OF
May 22 - 26, 1989

Tuesday, May 23, 1989 - 9:30 AM - Planning Items . . . Page 2
followed by Informal briefing

Tuesday, May 23, 1989 - 2:00 PM - Opening of Mid County Service
Center, 2900 SE 122nd Avenue

Wednesday, May 24, 1989 - 8:30 a.m. - 12:00 noon . . . Page 3
Justice Services Work Session
Blue Lake Park - Lake House

Thursday, May 25, 1989 - 9:30 AM - Formal Meeting. . . Page 4

Thursday, May 25, 1989 - 7:00 PM - Public Hearing. . . Page 6
regarding Library Management
Main Library - 801 SW Tenth

Tuesday, May 23, 1989 - 9:30 AM

Multnomah County Courthouse, Room 602

PD 1-89 Public Hearing - Review the Decision of the Planning Commission of March 13, 1989, approving, subject to conditions, requested change in zone designation from MR-4, medium density residential district, to MR 4, P-D, planned-development overlay, to allow use of "garden apartment style" apartment structures on a 6.48-acre site and deny requested four-unit density bonus, all for property located at 20255 NE Halsey Street.

Scope of Review will be On the Record with Additional Testimony Limited to Rights-of-Way Analysis and 30 minutes per side

After the Public Hearing, the following Informal Matters will be heard:

- ✓ 1. Informal Review of Bids and Requests for Proposals:
Not approved till 2/hold Thurs
a) Agricultural Tractor with Mower
b) East County Sidewalk Construction
c) Vehicle & Equipment Parts and/or Repairs
d) Courier Service
- ✓ 2. Business Recruitment Update - Fred Neal & Judy Boyer
- ✓ 3. Informal Review of Formal Agenda of May 25, 1989 is CANCELLED

PUBLIC TESTIMONY WILL NOT BE TAKEN AT INFORMAL MEETINGS

Thursday, May 25, 9:30 AM

Multnomah County Courthouse, Room 602

Formal Agenda

REGULAR AGENDA

BOARD OF COUNTY COMMISSIONERS

- ✓ R-1 In the Matter of Recognition of Volunteers who have made contributions of time, energy, and ideas to Multnomah County - TIME CERTAIN: 9:30 AM

DEPARTMENT OF ENVIRONMENTAL SERVICES

- ✓ R-2 Resolution for the Purpose of Recognizing National Public Works Week, May 21-27, 1989
- ✓ R-3 In the matter of ratification of an intergovernmental revenue agreement with Tri-Met for reimbursement for improvements to Cleveland Ave. associated with the functioning of the Light Rail and Cleveland Avenue Park and Ride - Term January 1989 - July 1, 1989

PUBLIC CONTRACT REVIEW BOARD

(Recess as the Board of County Commissioners and reconvene as the Public Contract Review Board)

- ✓ R-4 In the Matter of Exempting from Public Bidding Contract Work with MacKay Construction, Inc. in excess of the 20% Contract Amendment Limitation
- ✓ R-5 In the Matter of Exempting from Public Bidding a Contract with Glisan Street Recreation, Inc. to provide Seasonal Grounds Maintenance Services at Glendoveer Golf Course

DEPARTMENT OF GENERAL SERVICES

- ✓ R-6 In the Matter of Exempting from Public Bidding Cellular Air Time and Equipment from Cellular One and it's Agents
- (Recess as the Public Contract Review Board and reconvene as the Board of County Commissioners)
- ✓ R-7 In the matter of an intergovernmental agreement with State of Oregon Department of Revenue for appraisal services for principal industrial accounts (Palmco & Fujitsu Micro-Electronics Industrial Properties) Term - July 1, 1988- June 30, 1989

ORDINANCES - DEPARTMENT OF GENERAL SERVICES

- ✓ R-8 Second Reading - An Ordinance in the Matter of Adoption of Salary Ranges for Fiscal Year 1989-90 for Employees Covered by the Exempt Classification/Compensation Plan; and repealing Ordinance No. 580

DEPARTMENT OF HUMAN SERVICES

- ✓ R-9 Budget Modification DHS #53 reflecting an increase in the Amount of \$60,646 from State Mental Health Grant Amendment #34-Revised to Social Services, DD Program (\$45,849), MED Program (\$40,000) and decreasing A & D Programs (\$25,203) affecting various positions and line items
- ✓ R-10 Budget Modification DHS #57 making an appropriations transfer in the amount of \$24,000 from Social Services, A & D contracts to Hooper Detox Center to cover budget shortfall
- ✓ R-11 Budget Modification DHS #61 making an appropriations transfer in the amount of \$19,000 from Human Services Administration to Social Services Youth Program Office to contract for services to youth at risk of gang involvement

DEPARTMENT OF JUSTICE SERVICES

- ✓ R-12 In the matter of ratification of an intergovernmental revenue agreement with the City of Portland whereby County receives funding for fulltime Alternative Community Service Parks (ACSP) crew leader to work in sites maintained by Bureau of Parks and Recreation, and ACSP crews for a maximum of four days per week - Term, July 1, 1989 - June 30, 1990
- ✓ R-13 In the matter of ratification of an intergovernmental revenue agreement with the City of Portland Police Bureau whereby County will release inmates to Portland Police Bureau for interview and investigation purposes

Thursday Meetings of the Multnomah County Board of Commissioners are recorded and can be seen at the following times:
Thursday, 10:00 PM, Channel 11 for East and West side subscribers
Friday, 6:00 P.M., Channel 27 for Rogers Multnomah East subscribers
Saturday 12:00 PM, Channel 21 for East Portland and East County subscribers

WORK SESSION

DEPARTMENT OF JUSTICE SERVICES

Wednesday, May 24, 1989

Blue Lake Park Lake House

8:30 AM - 12:00 Noon

PUBLIC HEARING ON COUNTY LIBRARY MANAGEMENT

A Public Hearing on the Proposed New Management Structure of the Multnomah County Public Library has been scheduled for Thursday, May 25, 1989 at 7:00 PM in the Central Library auditorium, 801 SW 10th Avenue.

The Multnomah County Board of Commissioners will hear public testimony on the proposal to transfer management authority from the Library Association of Portland to a new Public Commission which would be appointed by the County.

0499C.41-48

DATE SUBMITTED 5/16/89

(For Clerk's Use)

Meeting Date 5/23/89

Agenda No. #2 Inf

REQUEST FOR PLACEMENT ON THE AGENDA

Subject: Informational Briefing - PDC

Informal Only* 5/23/89
(Date)

Formal Only _____
(Date)

DEPARTMENT County Chair's Office DIVISION _____

CONTACT Fred Neal TELEPHONE 248-3308

*NAME(s) OF PERSON MAKING PRESENTATION TO BOARD Jan Burreson

BRIEF SUMMARY Should include other alternatives explored, if applicable, and clear statement of rationale for the action requested.

Business Recruitment Update

(IF ADDITIONAL SPACE IS NEEDED, PLEASE USE REVERSE SIDE)

ACTION REQUESTED:

☒ INFORMATION ONLY ☐ PRELIMINARY APPROVAL ☐ POLICY DIRECTION ☐ APPROVAL

INDICATE THE ESTIMATED TIME NEEDED ON AGENDA 15-20 Minutes

IMPACT:

☐ PERSONNEL

☐ FISCAL/BUDGETARY

☐ General Fund

☐ Other _____

SIGNATURES:

DEPARTMENT HEAD, ELECTED OFFICIAL, or COUNTY COMMISSIONER: Heady May

BUDGET / PERSONNEL _____ / _____

COUNTY COUNSEL (Ordinances, Resolutions, Agreements, Contracts) _____

OTHER _____
(Purchasing, Facilities Management, etc.)

NOTE: If requesting unanimous consent, state situation requiring emergency action on back.

NUMBER OF PDC BUSINESS RECRUITMENT PROSPECTS
BY SIC CODE

1-27-89

<u>CODE</u>	<u>SHORT TITLE</u>	<u>NO. OF PROSPECTS</u>
15	General Building Contractors	1
20	Food & Kindred Products	3
22	Textile Mill Products	1
23	Apparel & Other Textile Products	1
24	Lumber & Wood Products	1
25	Furniture & Fixtures	2
26	Paper & Allied Products	2
28	Chemicals & Allied Products	6
30	Rubber & Misc. Plastics Products	5
32	Stone, Clay, & Glass Products	9
33	Primary Metal Industries	2
34	Fabricated Metal Products	7
35	Industrial Machinery & Equipment	5
36	Electronic & Other Electric Equipment	31
37	Transportation Equipment	10
38	Instruments & Related Products	5
39	Miscellaneous Manufacturing Industries	2
45	Transportation by Air	1
48	Communications	2
50	Wholesale Trade - Durable Goods	1
52	Building Materials & Garden Supplies	1
53	General Merchandise Stores	1
54	Food Stores	1
60	Depository Institutions	1
61	Nondepository Institutions	1
65	Real Estate	3
72	Personal Services	1
73	Business Services	7
75	Auto Repair, Services, & Parking	1
78	Motion Pictures	1
80	Health Services	2
87	Engineering & Management Services	1

JOBNET: PROGRAM PROSPECTUS

I. INTRODUCTION

JobNet is a joint venture of the region's community colleges, the Private Industry Councils, the Oregon State Employment Division (OSE), and the Portland Development Commission (PDC), and is established by mutual agreement to implement the mission, organization, roles and responsibilities defined in this Prospectus.

II. MISSION

The Mission of JobNet is to:

- a. Link regional employment and training services with regional business development activities, and
- b. Provide a regional forum to identify and analyze long-term work force development issues.

III. ORGANIZATION

Overview

JobNet is organized to 1) prepare and implement coordinated proposals for employers in the tri-county region, and 2) to make recommendations which integrate the objectives, operations and resources of the participating agencies. The recommendations and proposals of JobNet are advisory to the participating agencies which maintain their existing authorities for allocating their staff and financial resources. To implement this system, JobNet establishes three groups:

- a. The JobNet Policy Steering Committee
- b. The JobNet Technical Coordinating Committee
- c. Affiliated Community Agencies

The Policy Steering Committee

The JobNet Policy Steering Committee will consist of:

- a. The President of Mount Hood Community College
- b. The Regional Administrator of the State Employment Division
- c. The President of Portland Community College

- Portland Private Industry Council*
- d. The Executive Director of the ~~Portland PDC~~
 - e. The Economic Development Director of the PDC
 - f. The President of Clackamas Community College (to be invited)
 - g. The Executive Director of the Clackamas Private Industry Council (to be invited).

The Policy Steering Committee is charged with:

- a. Developing an overall strategy(ies) to implement a regional approach to work force development and its linkage to business development.
- b. Developing policies for JobNet to implement agreed-upon strategy(ies).
- c. Providing the policy-level linkage between JobNet and their respective organizations to ensure that 1) JobNet recommendations are facilitated through their internal decision channels, and 2) their approved roles and responsibilities are met.
- d. Defining annual goals and objectives for JobNet.
- e. Identifying and securing resources needed to meet annual goals and objectives.
- f. Evaluating the performance of JobNet and remedying deficiencies.
- g. Resolving issues affecting the mission or operation of JobNet.

Regular meetings of the Policy Steering Group will be scheduled on a quarterly basis. Additional meetings may be scheduled on an as-needed basis. The Policy Steering Group will be coordinated by the PDC.

The Technical Coordinating Committee (TCC)

The Technical Coordinating Committee is comprised of the following:

- a. MHCC's JobNet Liaison
- b. The State Employment Division JobNet Liaison
- c. PCC's JobNet Liaison

- d. The Portland PIC's JobNet Liaison
- e. PDC's JobNet Regional Business Development Coordinator

The Technical Coordinating Committee is charged with:

- a. Preparing employment and training strategies to meet the needs of specific business recruitment or business expansion activities identified by the JobNet Regional Business Development Coordinator. These strategies will include, as necessary:
 - 1. Identification of job categories and skills which will be filled through JobNet.
 - 2. Identification of recruitment, screening, assessment, training and referral programs including resources, roles and responsibilities which are appropriate to the specific business development prospect.
- b. Assisting in securing necessary approvals to implement the proposed employment and training strategies.
- c. Activating the proposed strategies and monitoring their performance.
- d. Providing affiliated community agencies access to newly created jobs
- e. Identifying issues needing resolution by the Policy Steering Group.

Regular meetings of the TCC will be scheduled on a monthly basis. Additional meetings will be scheduled on an as-needed basis. The activities of the TCC will be coordinated by the PDC.

Affiliated Community Agencies

Community organizations which participate in referring clients or members to employment opportunities will be invited to ~~form~~ join JobNet as an affiliated member. Affiliated members will be linked with JobNet through the Technical Coordinating Committee. Affiliated members are charged with:

- a. Referring members or clients to JobNet in accordance with approved employment strategies.
- b. Identifying issues to be considered by the Technical Coordinating Committee or the Policy Steering Group.

IV. STAFFING: ROLES AND RESPONSIBILITIES

Screening, Assessment, Training and Referral

The basic premise of JobNet is that coordinated strategies will be developed which utilize existing employment and training systems to implement specific screening, training and referral projects. It is anticipated that members of JobNet will assign staff to implement each project in accordance with the mutually agreed-upon employment strategy developed by the Technical Coordinating Committee. For example, the state Employment Service might assign assessment specialists to test applicants for specific job orders. Similarly, when a major intake occurs, the PIC may be asked to assign staff to adequately screen large numbers of clients in the required amount of time. The community colleges may be called upon to assist in the development and implementation of training plans, possibly in association with the PIC's, etc.

General Administration of JobNet

The PDC will provide staff for the general administration of JobNet including 1) the setting of meeting agendas, 2) the preparation and distribution of agenda material, and 3) general follow-up of Policy Steering Committee and Technical Coordinating Committee activities. The Portland PIC will assign a loaned account executive to JobNet to work with PDC staff in administering and coordinating the activities of JobNet.

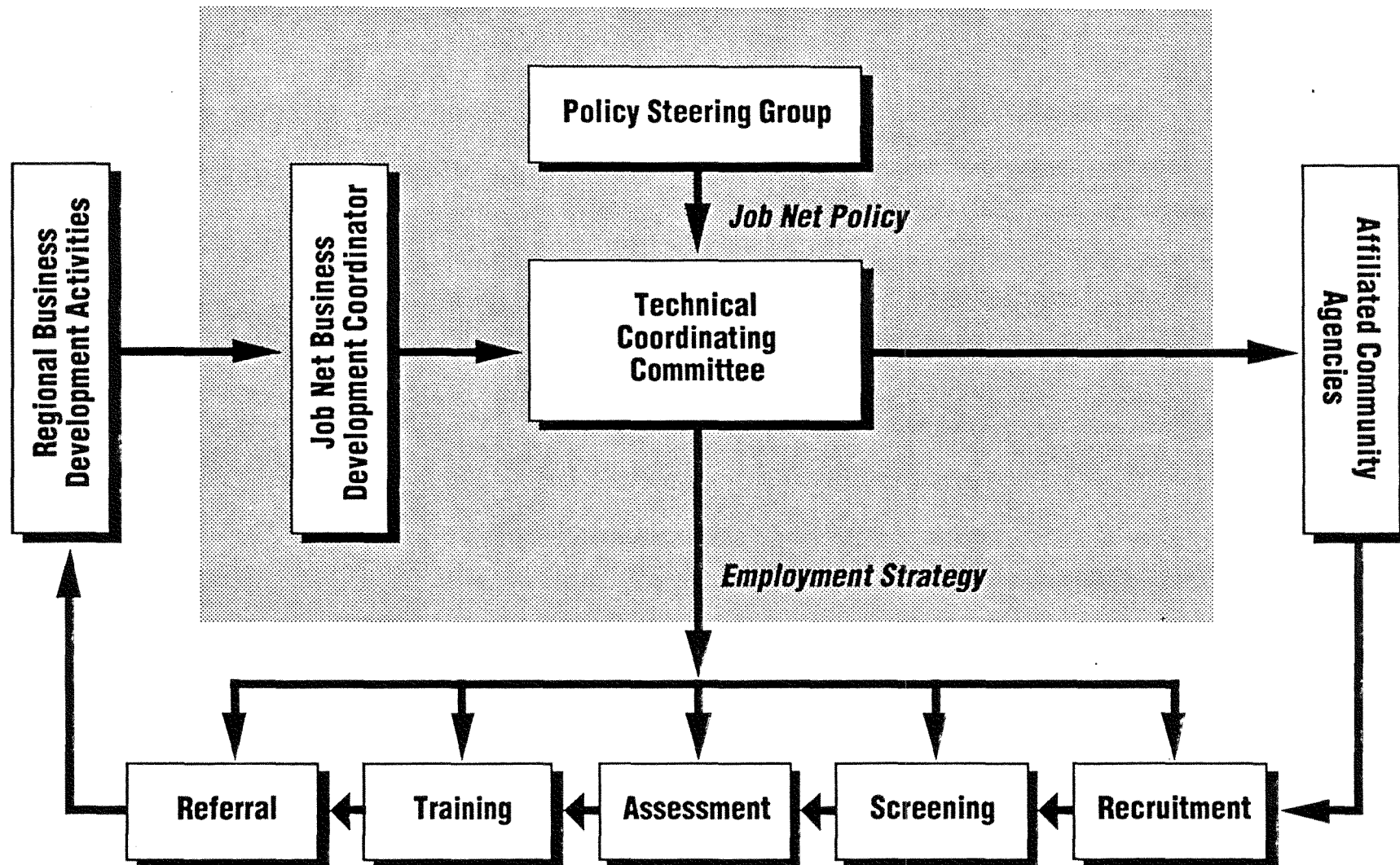
Coordination of JobNet with Business Development Activities

The PDC will provide a JobNet Business Development Coordinator to work with potential, new, or expanding businesses to determine their specific employment and training needs. The Business Development Coordinator is responsible for 1) contacts between JobNet and client companies, 2) relating the companies requirements to JobNet members, and 3) coordinating the preparation of a proposed JobNet employment strategy.

Coordination of JobNet with Affiliated Community Agencies

The PDC will provide staff to link community referral agencies with the JobNet employment strategies. The PDC is responsible for 1) maintaining an inventory of affiliated agencies, and 2) assisting JobNet members in identifying notification and follow-up procedures for affiliated agencies as part of each employment strategy.

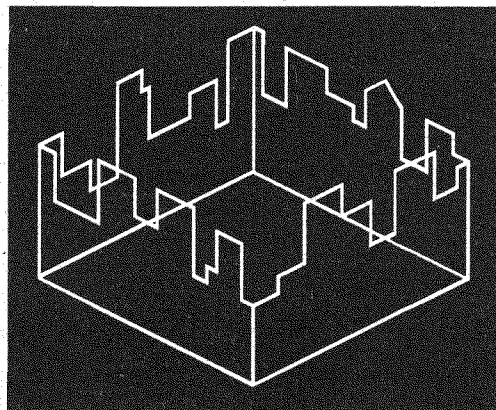
JOB NET



Presented by
Janet Burreson
Mles. Econ. Mles.
PDC.

MARKETING PORTLAND

A PLAN FOR CITY ACTION



Phase III — Final Report
Business Image Marketing

MARKETING PORTLAND

A PLAN FOR CITY ACTION

JANUARY 1989

Phase III — Final Report
Business Image Marketing



CITY OF
PORTLAND, OREGON
OFFICE OF THE MAYOR

Office of
J.E. Bud Clark, Mayor
1220 S.W. 5th
Portland, Oregon 97204
(503) 248-4120

Marketing Portland Business Development Committee Members

Don McClave, Task Force Chair
President and Chief Executive Director
Portland METRO Chamber of Commerce

Patrick LaCrosse, Business Development
Committee Chair
Executive Director
Portland Development Commission

Betty Atteberry
Executive Director
Sunset Corridor Association

Carol Berkley
Executive Director
I-5 Corridor Association

Richard Carson
Director of Planning and Development
METRO

Jeanne Caswell
Executive Director
Columbia Corridor Association

Earle Culbertson
Executive Administrator
Sunnyside 205 Corridor Association

Ginny Lang
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Oregon Economic Development Department

Robin Linquist
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BOMA

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Manager, Real Estate Development
Port of Portland

Ruth Scott
Executive Director
Association for Portland Progress

El Sheldon
Director of Tourism
Portland/Oregon Visitors Association

Mary Tobias
President
Tualatin Valley Economic Development
Corporation

Karen Whitman
President
Whitman Advertising and Public Relations

Participants

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Manager
Clackamas County Development Agency

Fred Neal
Executive Assistant
Multnomah County Board of
Commissioners

Staff Support

Janet Bureson
Director of Economic Development
Portland Development Commission

Joanie Stevens-Schwenger
Project Coordinator
Portland Development Commission

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I. INTRODUCTION

Historically, Oregon's economy has been based on abundant natural resources, and the production of basic commodities. Forest products, food processing, and agriculture were the cornerstones of Oregon's economic foundation.

With the downturn of the national economy in the early 1980s, Oregon was hard hit by shifting economic priorities and policies, and by an increase in the foreign exchange rate of the dollar. Federal funds for housing assistance were slashed, seriously affecting the forest products industry. The exchange rate cut Oregon's competitive edge in the international marketplace. Consequently, with the erosion of its economic base, the state entered into a serious recession.

Although Portland shared in the economic difficulties of the state, it continued to support a more diverse economy than other areas of Oregon. Throughout the early 1980s, many sectors maintained healthy levels of growth. In recent years, high tech industries and foreign investment have further strengthened the diversification and growth of Portland's economic foundation.

During the past five years, numerous organizations have adopted the mission of promoting the economic growth and development of the greater Portland area. The state, city, and counties have worked to create programs and incentives to attract new business. And it is significant that an Oregon governor was elected on a pro-business, economic development platform in 1986. All these factors have added up to an improved business climate.

The impression lingers on, however, that Oregon's economy is still depressed. Attracting new business to the area has also been hindered by a perception of an anti-business climate in the state. A "come but don't stay" message was sent in the form of a governor's tongue-in-cheek remark nearly 20 years ago. His unfortunate, long-remembered message backfired, and instead of enticing people to come here, it was taken literally. This remains a major obstacle to an upbeat business image for the state.

Complicating this for Portland is the city's apparent "non-image." According to the 1988 *Cushman and Wakefield Report*, Portland's image among chief executives is not negative, just unclear. Portland rated 27th out of 31 cities in name recognition, with only 20% of CEOs saying they were even familiar with Portland.

Thomas Usher of Cushman and Wakefield remarked, "Cities that are better known have a clearer business image than Portland and are at a distinct advantage when it comes to capturing the executives' share of mind. Perceptions are very important in decision making. Portland must be perceived as a place where business can grow and prosper."

A. Mayor's Marketing Portland Task Force

In September 1987, Mayor J.E. "Bud" Clark appointed a group of civic and government leaders to develop a strategy for creating a more distinct and attractive image for the greater Portland area. The Task Force was charged with identifying ways of working together to build on existing resources to improve marketing and promotional efforts in tourism, convention center attraction, and business recruitment.

The task force has approached its work in three phases:

- Phase I: Inventory of programs and resources for promoting tourism and conventions.
- Phase II: An Action Plan, now in implementation, for improving and coordinating city tourism and convention center marketing efforts.
- Phase III: Final Report: Inventory of City and Competitor Business Recruitment Marketing Activities and Recommendations for City Strategies.

The Tourism and Convention Marketing Committee was responsible for Phase I and II of this Task Force. Phase I is completed, and II is in implementation. The purpose of this report is to document the work and present the recommendations of the Business Development Committee which is responsible for the work of Phase III.

B. Business Development Subcommittee Mission

The Business Development Subcommittee is charged with the responsibility of identifying a means to:

- Improve business image marketing and promotional efforts.
- Build on existing resources and work cooperatively to create an image of Portland as an attractive location for new investments.

In addition, the subcommittee will:

- Identify elements needed to create a cohesive business image of the Portland metropolitan area.

The goal is to "make the list." "Making the list" is a term used by industry professionals. It refers to a list of possible locations to site a business. When corporate executives search for a new plant or office location, they begin with a list of cities or areas that are most appealing to the company. Making this list requires that Portland be a known entity to corporate decision makers.

C. Methodology

The subcommittee began its work with the assumption that each organization involved has already developed goals and strategies, and that when combined, these goals and strategies would provide a common vision for Portland as a metropolitan community. The primary focus of research was to determine what efforts were being undertaken by subcommittee member organizations and the business community to market the Portland metro area for business recruitment. In addition, the subcommittee wanted to know how Portland's chief competitors for business recruitment marketed themselves.

To this end, interviews were conducted with subcommittee members and representatives of the business community in the metro area, as well as with representatives of economic development organizations in cities determined to be Portland's chief competitors. These interviews produced:

- An inventory of business recruitment marketing efforts and activities of local economic development organizations.
- An inventory of target markets.
- An inventory of business recruitment marketing activities of companies in the greater Portland area.
- An inventory of marketing strategies employed by Portland's competitor cities.

With this information, the subcommittee was able to:

- Assess existing and missing elements in metro area marketing strategies.
- Make recommendations for key strategies with both current and expanded resources.

II. INVENTORY OF PORTLAND AREA BUSINESS RECRUITMENT MARKETING EFFORTS

A. Summary:

Task Force subcommittee members and business representatives in the Portland metro area provided the information compiled in this inventory. Its purpose is to determine what role each group plays, if overlap exists, and pinpoint opportunities for cooperation.

As the primary economic development entities in the region, the organizations represented on the subcommittee share some common assignments:

- Foster cooperation among cities, counties and local business interests.
- Assist in the timely development of the infrastructure.
- Develop and implement marketing plans.

Although marketing efforts and activities vary among the groups there are common features:

- Production of informational materials which can include brochures, folders, statistical studies and newsletters.
- Some advertising, usually intra-state.
- Cooperating or assisting lead organizations as needed with marketing efforts and site selection proposals.

Only a few of these agencies have resources and staff to proactively market for business recruitment, and their activities have a broader range:

- Local and national advertising.
- Participation in trade shows.
- Fly-out events in which CEOs and city and state officials meet with press and business leadership.
- Public relations network to generate greater national coverage of the Portland metro area.
- Ambassador program.
- Business trips to Asia and California.

Target audiences vary, but opportunities do exist for organizations to work together.

Although many of the economic development groups share similar responsibilities, there is little overlap because they serve different geographic areas. There already exists a high level of cooperation among many of the organizations and

all are willing to support and assist in the business recruitment efforts of a lead agency.

The business community also cooperates in the marketing activities of the economic development organizations, contributing financial, technical and human (Ambassador program) resources.

The focus of marketing activities for businesses is specific to the product offered, and does not necessarily entail the selling of Portland as well. However, it was affirmed that a positive national image of Portland would benefit all business here. All companies indicated an interest in assisting in the development and implementation of an image marketing program.

While this inventory indicates many opportunities for organizations and for business to team up on marketing projects, the sum of the marketing efforts of the individual groups fails to produce a common vision for Portland as a metropolitan community. Marketing efforts lack a common theme, direction, and, in most cases, a regional focus.

B. Portland Area Economic Development Organizations

Portland Metropolitan Chamber of Commerce

The Chamber is often the first stop for inquiries about business in Portland, and is armed and ready to field all questions; it is the area's chief resource of information about the Portland business community. The Chamber is also the region's major provider of management assistance and counseling to small business. In addition, the Chamber has established an international data base to assist trade efforts.

The Chamber does not market directly for business recruitment. Instead, it focuses energy in the support of the marketing efforts of a lead agency such as the Oregon Department of Economic Development, or the Portland Development Commission.

Oregon Economic Development Department

Through the Portland Metropolitan Regional Business Development Officer, the Oregon Economic Development Department (OEDD) participates in local business recruitment and marketing efforts. The department's goal is to assist in the recruiting of new businesses and the expansion of existing businesses in order to provide jobs for Oregonians. It also assists in creating an environment which is conducive to a vital, thriving business community. To accomplish these goals, OEDD:

- Participates in trade shows and other special events, often in cooperation with the private sector and with other government entities.

Produces and distributes material, including brochures, research reports and a bi-monthly newsletter.

- Places print and electronic advertising to promote business development and the visitor industry.
- Makes presentations and provides detailed information to business prospects.
- Staffs offices in Tokyo, Seoul and Taipei.

Columbia Corridor Association

The industrial acreage of the Columbia Corridor Association consists of more than 6,400 acres of vacant land under the jurisdiction of five cities.

Columbia Corridor has a six year public relations and marketing strategy. Considering itself a secondary marketer, the association has conducted an educational campaign focused on a select audience including brokers, lenders, developers, the Portland Development Commission, the Port of Portland, and targeted business media. To accomplish this, the association:

- Prints a quarterly newsletter in *Oregon Business Magazine*.
- Produces informational materials, including a folder and a brochure, and is in the process of producing a video.
- Cooperates with other economic development agencies on site selection proposals.
- Conducts a public relations campaign emphasizing personal contacts with brokers and developers in the area.

The Sunset Corridor

The Corridor is 9,000 acres of land lining both sides of the Sunset Highway. Essentially a product-oriented agency, the association has pushed hard for cooperation between government and business to produce a quality community. The Corridor's theme, "A Community of Excellence," is carried through its marketing activities which include:

- Publication of promotional materials, including a folder, brochure, and a video in Japanese and English.
- Advertising with inserts in the *Oregon Business Magazine*, and *The Business Journal*.
- Public relations campaign to educate brokers and developers about opportunities in the corridor.
- Direct mail campaign to businesses in California.
- Assisting in marketing efforts of other economic development organizations.

I-5 Corridor Association

The primary goal of the I-5 Corridor Association is to encourage representatives of the nine cities and two counties in the Corridor area to speak with a unified voice on economic, transportation and development issues. In addition, the association seeks to promote the area as a good place to live and do business. The following outlines the Corridor's marketing efforts:

- Publication of a semi-annual development report detailing commercial construction along the corridor.
- Publication of a folder and information packet.
- Advertising insert in *Oregon Business Magazine*.

Sunnyside 205 Corridor Association

The Sunnyside 205 Corridor Association focuses its attention on facilitating quality development. The association works with builders, developers, and the county to create and reinforce specific standards of building and transportation design and development.

Specific marketing efforts include:

- Advertising inserts in *Oregon Business Magazine*, *Daily Journal of Commerce*, and *Clackamas County Review*.
- Publication of a quarterly newsletter.
- Production of promotional folder and brochure.
- Assisting in marketing efforts of other economic development agencies.

Tualatin Valley Economic Development Corporation

Since its establishment four years ago, the Tualatin Valley Economic Development Corporation's (TVEDC) mission has been to unify the cities, counties, and businesses in the area. TVEDC is the central source of information for economic development in the region and provides a forum for discussion of regional issues to area economic development groups. It also coordinates region wide involvement in these issues.

TVEDC is in the process of developing a marketing program for the Tualatin Valley region. It will be implemented through projects developed jointly with the organizations of TVEDC's subareas. Marketing efforts to date include:

- Publication of a folder and an informational brochure.
- An advertising insert in *Oregon Business Week*.
- Development of a comprehensive image for the "Five Corners of the Tualatin Valley."

Clackamas County Development Agency

Clackamas County Development Agency (CCDA) is the marketing arm of Clackamas County government. CCDA offers location services to existing county businesses and prospective companies interested in locating office or industrial facilities in the area. In addition to providing market and economic data to prospects, CCDA can also provide assistance with zoning and development permit requirements.

Business recruitment marketing strategies are the direct result of marketing studies CCDA has conducted. Activities involve:

- Trade show participation.
- Advertising within the region.
- Publication of brochures and informational material.
- Prospecting missions to Orange County.
- Assisting OEDD and the Portland Development Commission (PDC) in their marketing activities.

Association For Portland Progress

Through policy development, advocacy, and program management, the Association for Portland Progress (APP) seeks to promote the beneficial growth and development of downtown businesses. APP manages the downtown economic improvement district. Aggressive marketing of the downtown area, primarily to the tourist, is part of the economic improvement plan for the district. Projected efforts will focus on:

- An advertising and public relations campaign promoting a "clean and safe" image of downtown Portland targeted to local and statewide audiences.
- Marketing downtown sites to prospective retailers.
- Production of a "Portland" video for closed circuit showing in hotel rooms as a business recruitment tool.
- Production of collateral materials.

METRO

Providing research and information is the role METRO plays in marketing the metropolitan region. Currently METRO is developing the "Regional Land Information System" (RLIS). RLIS would essentially track every parcel of land in the Metro area, and provide details on its zoning, land use, soil, slope, topography and servicing. The system facilitates matching the market with the demand.

In addition METRO:

- Cooperates in the marketing efforts of OEDD and PDC.
- Attends IDRC conferences and maintains contacts with membership.

Publishes the quarterly *Portland Development Management Report* in cooperation with the corridor associations.

BOMA

The Portland Metropolitan Association of Building Owners and Managers (BOMA) does not consider itself a front-line marketer. BOMA takes over to fill office space after a facility has been sited. BOMA's goal is to fill all the office space in the region and carries out its mission with the following marketing activities:

- Publication and distribution of the *Leasing Guide*.
- Participation in promotional events like the "Portland Showcase."
- Utilizing the national BOMA network.

Portland Development Commission

The Portland Development Commission (PDC) is charged with the responsibility of implementing the economic development policy of the City. Creating new business and employment opportunities is the chief goal. In addition to business retention and expansion, an important component of PDC's economic development program is recruiting new business and industry to the area. Marketing is an integral part of PDC's recruitment program. Activities include:

- Making presentations and conducting tours to interested prospects.
- Providing detailed site selection research.
 - Industrial Market Profile
 - Downtown Market Profile
 - Preparation studies
- Cooperating with OEDD in semi-annual business trips to Asia.
 - Making calls on key business and press contacts.
 - Organizing special and promotional events.
- Coordinating Ambassador Program and activities.
 - Annual fly-out events to meet with press and business leadership.
 - Dinners, receptions, briefings for business prospects
 - Quarterly newsletter
- Maintaining an Ambassador public relations network to work with national editors, generating greater coverage of Portland activities by the national press.
- Production of collateral materials.
- Support and assistance on the special projects and events of other economic development organizations.

Port of Portland

The primary focus of the Port's marketing endeavors is selling Port products. The Port has developed specialized marketing programs for each of its four major divisions: marine, ship repair, aviation, and real estate. The marketing activities of the real estate development division is outlined here as an example of Port efforts:

- Develops facilities and land to attract businesses.
- Cooperates with economic development agencies on site location proposals.
- Advertises with local and national radio and in trade publications.
- Participates in trade shows.
- Staffs an office with OEDD in Tokyo and retains agents in Seoul, Taipei and Sidney.
- Produces collateral materials.

C. Target Markets

Marketing programs are most effective when tailored for specific audiences. Targeting provides a focus for an economic development program and is vital if resources are to be used effectively. The purpose of this target market inventory is twofold:

- Determine in which areas Task Force members could team up to maximize marketing efforts, and to
- Compare our targets with industries targeted by the state.

OEDD has conducted extensive research to identify the basic manufacturing industries offering growth opportunities in sectors that will strengthen and diversify the state's economy. These industries are:

- Dehydrated Foods
- Upholstered Household Furniture
- Paper Coating and Glazing
- Periodicals
- Engraving and Plate Printing
- Plastic Materials and Resins
- Drugs
- Plastic Products
- Non-Ferrous Rolling and Drawing
- Aluminum Castings
- Metal Coating and Allied Services

Machine Tools, Metal Cutting

- Printing Trades Machinery
- Electronic Computing Equipment
- Industrial Controls
- Telephone and Telegraph Equipment
- Radio and TV Communication Equipment
- Semiconductors
- Electronic Coils and Transformers
- Electronic Components
- X-Ray Apparatus and Tubes
- Transportation Equipment
- Measuring and Controlling Instruments
- Surgical Appliances and Supplies

Interviews suggested a wide range of target markets for Portland area economic development organizations, and showed where overlap exists. This overlap is an indication of potential opportunities for groups to team up in efforts to reach these audiences.

The following is a review of target markets, indicating which organizations have targeted each industry:

- Corporate Office (APP, BOMA, I-5, Clackamas)
- Health Care Industry (Clackamas)
- Retailers (APP, Sunnyside, Sunset)
- Agribusiness (TVEDC)
- High Tech (TVEDC, Sunset, PDC)
- Storage and Distribution (Sunnyside, I-5)
- Metals (Sunnyside, Clackamas)
- Manufacturing (Sunnyside, I-5)
- Electronics (Sunset, PDC)
- Printing and Publishing (Sunset, PDC)
- Biotech (PDC)
- Medical Appliances and Supplies (PDC)
- Special Industrial Machinery (PDC, Port)
- Hospitality (Sunset, Clackamas)

Residential Space (I-5)

- Food Processing (Port, PDC)
- Aerospace (PDC, Port)
- Visitors (POVA)
- Developers (Port, Corridor Associations)
- General Commercial Shipping Enterprises and Ship Building (Port)
- Specialty Chemicals (Port)
- The Navy (Port)
- Oil Module Fabrication (Port)

In comparing the two lists of targeted industries, Portland's market targets are within the realm of the growth industries outlined by the state.

D. Resources

Organization	Marketing Budget	Staff	Target Audiences	Activities
APP	\$200,000	—	regional	image, direct mail, advertising, assists lead
TVEDC	—	.20	regional national	newsletter, video
Sunnyside 205	—	—	regional	newsletter, assists lead
METRO	—	—	regional	newsletter, assists lead
Sunset Corridor	\$8,000	.25	regional national	research, newsletter, assists lead
I-5 Corridor	—	.25	regional	newsletter, assists lead
BOMA	Special assessment on members	—	national regional	<i>Leasing Guide</i> , assists lead
Columbia Corridor	—	.25	regional	newsletter, assists lead
Port of Portland	\$100,000	3.0	regional national	advertising, direct mail, sales offices, assists lead
PDC	\$100,000	2.0	regional	fly-out events, special events, prospect trips, assists lead

E. The Business Community: Summary of Interviews

Responses to interview questions by business community representatives show a high frequency of agreement. Points of consensus are:

- The marketing efforts of businesses are product driven.
- A strong image of Portland would benefit companies and their business recruitment efforts.
- Business participates in the marketing activities of economic development organizations when requested, and supports a continued public/private approach to business recruitment marketing.
- Business should be involved in the development of a business image marketing campaign.

Focus of Activities — Businesses in the metro area focus efforts on marketing their products. As one respondent stated, "We're in the business of marketing a business opportunity." Portland, when included in a company's promotion, is depicted as a quality environment; a good place to live and do business. Livability is also stressed. But not one firm felt that there was a specific identity or an image of Portland to market as a product enhancement.

Marketing activities of the business community run the gamut of possibilities: regional, intra-state or national radio and television advertising, placement of ads in national publications and trade journals, direct mail, and hosting promotional events.

Strong Image Beneficial — Echoing the observations of many task force members, executives mentioned the state's "come but don't stay" message still acts as an effective deterrent to business and tourism, and noted that Portland had no image at all. Convincing firms to consider a city as a possibility for relocation or expansion requires the promotion of a region's attributes and opportunities. One executive commented, "Portland's image over the last 10 years has not been too strong due to the recession the state has suffered through. I think Portland now has a good reputation nationally, but we need a consistent program. I think that an image marketing campaign would enhance all our business efforts."

Nearly every executive interviewed reinforced this position with comments like "we need to get the word out," and "we need to market Portland first before we even interest anyone in coming here to look around."

With the exception of one respondent, all executives felt that their businesses and the entire region would benefit from a strong image marketing campaign.

Public/Private Partnership — All firms responded that they already support the lead-producing activities of the economic development organizations in some way, usually by providing technical and financial resources. Most of the respondents encouraged a unified effort and increased cooperation between the public

and private sectors, and expressed their willingness to continue to be involved in the marketing activities of area economic development agencies.

Many suggestions were offered to enhance the public/private relationship:

- Economic development organizations and the business community should pull together existing programs to promote the region.
- Business should be involved in the development of a Portland image marketing plan.
- The business community has financial resources to fund a marketing program; many expressed willingness to invest in a public/private effort.
- Assemble a public/private team of officials which has the clout to go after new businesses and convince them to locate in the Portland metro area.
- Look to the business community for more than funding; technical expertise, sponsoring events and activities, and participation in the Ambassador program are vital to the region's marketing efforts.

II. INVENTORY OF BUSINESS RECRUITMENT MARKETING ACTIVITIES IN OTHER CITIES

Business recruitment marketing is an essential element of the economic development programs of most of Portland's competitor cities. With one exception, these cities marketed themselves as a metropolitan area — the sum of numerous cities, counties and jurisdictions. Most cities have embarked on a campaign of changing their image using a variety of approaches. The marketing strategies of these cities showed many similarities and all share the same goal: making the list.

A. Methodology

Six cities were identified as Portland's major competitors: Seattle, Austin, San Antonio, Denver, Phoenix and Sacramento. Officials of the lead economic development agency or agencies in each city were interviewed for this study. In addition, Denver, Phoenix and Sacramento were visited for in-depth interviews. There were two reasons for this: All three cities have a strong centralized marketing program, and share similar target markets with Portland.

Identifying Portland's competition for business recruitment was accomplished through a survey of:

- Task force subcommittee members.
- Eleven marketing or economic development executives from the business community.
- Fifteen brokers, developers, and site location/development consultants.

Large cities such as Los Angeles and New York, as well as mid-western and east coast cities (Atlanta in particular), were mentioned as marketing themselves well. They were not included in this study, however, because they were not felt to be actual competitors for the same markets in which Portland would compete.

B. Summary of Interviews

In researching the economic development programs of Seattle and Austin, we found that they do not include proactive business recruitment marketing. However, both cities actively respond to all inquiries.

In contrast, Denver, Sacramento, Phoenix, and San Antonio are aggressive in their efforts to attract business. Elements of their marketing programs revealed many similarities and no secret formulas:

- Conduct research to determine target markets. In Phoenix's and San Antonio's case, image was also researched.
- Soften market with advertising in national publications such as *Business Week*, *Fortune*, and *The Wall Street Journal*.

Conduct ad campaigns in trade publications.

- Conduct public relations campaigns with the local and national press.
- Direct mail targeted companies.
- Fly-in site selectors for an event, or fly-out to meet site selectors.
- Participation in select trade shows; IDRC, NACOR and NAIOP were most often mentioned.
- Coordinate an Ambassador program to utilize the talent and contacts of the business community.
- Production of materials. All cities studied, except Seattle, had prepared materials representative of the greater metropolitan region.

Cultivation of trust and friendships with prospects plays a top role in these marketing plans; "competitor city" respondents emphasized the importance of personal relationships and rapport with site selectors in inducing a company to site in their metropolitan area.

C. City Profiles

Seattle

Image: Seattle's current image seems to be that of "boomtown." This image is not the result of a premeditated effort on the part of the city's marketers; Seattle is simply a hot market and is experiencing extraordinary growth. Its size and location, the port, Boeing, high tech, and Japanese investment are all important contributing factors.

Organization: The Seattle-King County Economic Development Council is a public/private partnership and leads the economic development efforts of the largest region in the metro area. However, there is no primary marketer for the Seattle-King County area. Every city, county, corridor and jurisdiction works for itself.

Activities: Activities consist primarily of responding to inquiries, providing appropriate materials and research to prospects, and working closely with prospects through the siting process. Some Seattle area economic development agencies also advertise and make prospecting trips.

Phoenix

Image: There are two images from which Phoenix seeks to distance itself: the hot, dusty and brown desert city image, and one of a city characterized by uncontrolled, sprawling growth.

The desert image has not been particularly damaging to economic development in Phoenix — although the city's sensitivity to the issue is reflected in its marketing pieces showing a city rich in water resources and blue skies. The climate has, for the most part, been a plus (although certainly not a determining factor) for Phoenix, especially in attracting business expanding from regions with similar climates such as Southern California.

However, its reputation for urban sprawl has been a drawback in recruiting major corporate headquarters facilities. Phoenix seems to be a great location for a regional office, but loses out when a parent firm is sited.

Organization: Two primary organizations are responsible for business recruitment marketing in the Valley of the Sun: The Greater Phoenix Partnership, a private, non-profit organization responsible for marketing the greater Phoenix metro area; and the Phoenix Economic Growth Corporation.

The Greater Phoenix Partnership is a new organization, and its programs are still in the development phase. The Phoenix Economic Growth Corporation, a public/private partnership formed to address the economic development needs of the city of Phoenix, is in its third year of an ambitious marketing program to promote Phoenix as a corporate business center.

Activities: Marketing strategies of the Phoenix Growth Corporation are the result of a 5-year economic development plan called Phoenix: A Blueprint for Growth. Efforts include:

- Development of materials.
- Advertising in Forum, Wall Street Journal.
- Direct mail to 1000 local employers and 10,000 targeted firms nationally.
- Personally contacting 500 key American corporate decision makers.
- Business calls in Asia and Europe.
- Attendance at key trade shows and conferences including the Hanover World Trade Fair and IDRC.

Results: Assisted 52 prospective new and expanding companies resulting in 11 relocations or expansions into the city, employing 6,000 people.

Denver

Image: Denver is in the process of letting the world know it is no longer a depressed city with a depressed economy. Once heavily dependent on the oil industry, the city suffered greatly as a result of the oil crisis of the early 1980s. Diversifying its economy has been a slow and painful process. Denver's downtown vacancy rate is still a whopping 25%.

Organization: The Denver Economic Agency, a city/county entity, focuses on business expansion and retention. The Denver Partnership concentrates efforts on downtown business development, and the Greater Denver Corporation through the Metro Denver Network, takes the lead in coordinating marketing and business recruitment for the region.

Activities: The Metro Denver Network commissioned Laventhol and Horwath to develop a strategic economic development plan. This plan identified a direction and established priorities for the Network's national marketing strategy. Elements of this strategy include:

- Targeting specific industries and regions.
- A soft sell, "Denver is Open For Business," ad campaign in *Business Week* and *The Wall Street Journal*.
- Placing ads with harder hitting messages in trade publications.
- A direct mail campaign to targeted companies.
- Site selector events (conferences of key executives brought to Denver for an intensive series of briefings, tours and hospitality).
- Prospecting trips.
- Ambassador program.
- Attendance at trade shows including IDRC.

Results: Creation of 3,000 new jobs during the first year of the Network.

Sacramento

Image: Sacramento is enjoying unprecedented growth. This growth is the result of two factors: a stable economy built on the defense industry, and the discovery of Sacramento by site selectors as an alternative to San Francisco and Los Angeles. In contrast to these two cities, Sacramento offers cheap and plentiful land and housing, proximity to government, a large and well educated work force, a high quality of life, and the promise of wide open spaces. Expansions and relocations from other California cities account for a large percentage of new business coming into the Sacramento area.

Organization: The Greater Sacramento Chamber of Commerce, the City, and the Sacramento Area Commerce and Trade Organization (SACTO) are the primary players in the area's economic development. The Chamber and SACTO both market the region, with the Chamber focusing efforts on local brokers and developers. SACTO has a memo of understanding with other economic development agencies in the region to assume the responsibility of handling major manufacturing prospects and marketing the area nationally.

Activities: Production of marketing materials presenting a composite picture of the metro area.

- Direct mail to targeted companies.
- Personal calls to site selectors of targeted businesses.
- Fly-outs of city officials and CEOs.
- Conducting business seminars in Japan.
- Making presentations to prospects.

Results: SACTO was responsible for the location of 16 new companies totalling 778 new jobs during 1987.

San Antonio

Image: As a result of an image awareness study conducted in 1985, San Antonio determined its weakness was a negative impression about quality of life, education and work force. To combat these perceptions, San Antonio addressed them head-on in a direct mail campaign using a marketing piece entitled "A Good Life For Business."

Organization: The San Antonio Economic Development Foundation (EDF) is San Antonio's business recruitment marketing arm. EDF is a non-profit organization funded by the private sector to attract new business, and focuses efforts on attracting new manufacturers, warehouse/distribution centers, and regional offices.

Activities: The San Antonio EDF identified direct mail as the most effective way of marketing. In addition EDF:

- Advertises in trade publications.
- Conducts a public relations campaign with the national press.
- Makes personal business calls to companies identified as having expansion plans.
- Initiates special projects like the Japan/Texas Association meeting and hosts a hospitality suite at the IDRC conference.

Results: Since the Foundation was founded 13 years ago, it has assisted over 65 companies in locating in the San Antonio area providing approximately 14,000 new jobs to the region.

Austin

Image: Austin is considered an economic development hot spot; its growth rate in the past four years is unmatched in the country. With the recruitment of SEMATECH, the nation's most advanced computer chip research facility, Austin's image as a high tech mecca was indelibly etched in the business consciousness.

Organization: In Austin, the Chamber of Commerce takes the lead in economic development and business recruitment marketing, and acts as the official representative of the entire business community. Orchestrating the recruitment of SEMATECH is one example of its work.

Activities: The Austin Chamber has designed a target market program for economic development that includes the following marketing activities:

- Identifying and contacting corporate decision makers.
- Working with local and national media to place stories about Austin.
- Implementing a direct mail campaign.
- Coordinating Target Partner and Travel Network programs. (Comparable to the Portland Ambassador Program).

Results: Growth is estimated at 1,800 new businesses over the past year.

IV. CONCLUSIONS AND RECOMMENDATIONS

A. Overview

With these conclusions and recommendations, the Mayor's Marketing Portland Task Force completes its assignment of identifying ways members could work together to improve marketing and promotional efforts that will strengthen Portland's ability to attract visitors, conventions and new business development.

The work of the Task Force involved three phases:

Phase	Subject	Timeline
I	Inventory Current Tourism and Marketing Efforts	January 1988
II	Develop an Action Plan to Improve City Marketing Efforts	March 1988
III	Final Report, Business Image Marketing	January 1989

The goal of this phase was to identify a means of improving the city's business image to put Portland in the position of "making the list" of national site selectors. The Committee identified and inventoried existing activities and resources and compared business image marketing efforts in the region to those of Portland's competitor cities. The following conclusions and recommendations summarize the findings of this Committee.

B. Task Force Conclusions

Based on interviews with task force members, executives from the business community, and interviews with economic development professionals in other cities, the Business Development Committee arrived at these five elemental conclusions:

1. Portland lacks a consistent, coordinated image marketing effort.
2. Our business image marketing messages should be compatible with the marketing messages of the state and the Oregon Convention Center.
3. Because resources are limited we must coordinate efforts and target marketing activities that will bring Portland the greatest exposure for dollars spent.
4. The support and involvement of the business community is vital to the success of our business image marketing efforts.

5. (?)

C. Recommendations

Based on research conducted for this phase of the Task Force, the Business Development Committee submits the following recommendations to the Mayor:

1. Adapt the State's marketing theme for Portland metro area business recruitment marketing needs and encourage its use with metro area economic development groups as well as the business community.
2. Develop a five-year business image marketing plan that includes five key points identified by the Task Force Committee to insure a consistent, cohesive effort:
 - Develop appropriate marketing strategies for specific audiences, including:
 - A strategy to market Portland to site selection consultants and major corporate decision makers.
 - A strategy to attract corporate offices and headquarters.
 - A strategy to reach California and other regional markets.
 - A strategy to coordinate regular contact with site selectors, the national press and other targeted groups.
 - Develop a strategy to expand and enhance the working relationship with the business community in order to better market Portland. The strategy should include these elements:
 - Including industry in the development of business recruitment marketing plans.
 - Insuring marketing material and information is disseminated to companies such as real estate firms, banks, accounting firms, and others.
 - Work with the national media to promote awareness and appreciation nationally for Portland as a great place to do business.
 - Develop network of contacts nationally.
 - Involve the public relations executives of businesses in the development of a broader network of contacts.
 - Fly-in editors on a regular basis to generate stories about Portland.
 - Work cooperatively with all committee participants, and other interested organizations, to identify effective means of advertising. Insure maximum participation and exposure at the most economical cost.
 - Use the new Oregon Convention Center as a business recruitment resource.
3. The Mayor should appoint a Coordinating Council and assign it the responsibility of overseeing the development and implementation of a five-year business image marketing plan.

APPENDIX A

SITUATIONAL ANALYSIS WORK PLAN

Goals:

- Identify current business recruitment marketing efforts currently being undertaken by economic development organizations in the Metro area and inventory activities.
- Identify companies involved in business recruitment marketing and inventory activities.
- Identify industries currently targets of of marketing efforts.
- Identify existing marketing resources (size of staff, budget, external resources).
- Identify which cities are Portland's major competitors for business recruitment and identify their marketing strategies.
- Identify key new strategies that can be implemented with present and new strategies that could be implemented with expanded resources. Show how the business community can be involved.

Implementation/Activities:

- I. Identify current business recruitment marketing efforts currently undertaken by economic development organizations in the Metro area.
 - A. Contact: Marketing Portland Task Force Members to determine:
 1. What business recruitment marketing programs they have in place.
 2. Which business recruitment marketing programs exist in the private sector.
 3. Which cities they consider to be Portland's competitors and why
 4. Which activities could be developed to improve Portland's current image.
- II. Identify business recruitment marketing efforts currently undertaken by the business community in the Metro area.
 - A. Contact businesses (identified by the Task Force) to determine:
 1. What their business recruitment marketing programs are.
 2. What their target industries are; what segment of the market they are serving.

3. What strategies could be employed to improve Portland's image.
4. What image of Portland they are marketing.
5. If they would consider an image marketing campaign a potential benefit to their firm.
6. Are they involved in a regional effort; how would they consider supporting our efforts.

Results:

- Inventory of Portland area business recruitment marketing efforts.
- Inventory of target markets.
- Inventory of available resources.
- Inventory of recommended strategies.
- Inventory of suggestions for enhancing business involvement in marketing efforts.
- Listing of Portland's competitor cities.

APPENDIX B

TRANSCRIPT OF INTERVIEWS WITH TASK FORCE MEMBERS

Respondents: Don McClave, Portland Chamber
Ruth Scott, Association for Portland Progress
Mary Weber, TVEDC
Earle Culbertson, Sunnyside Corridor Association
El Sheldon, POVA
Rich Carson, METRO
Betty Atteberry, Sunset Corridor
Carol Berkley, I-5 Corridor Association
Robin Lindquist, BOMA
Ginny Lang, OEDD
Jeanne Caswell, Columbia Corridor
Carter MacNichol, Port of Portland
Jan Bureson, PDC

Interview questions and responses:

- 1. What business recruitment marketing efforts are currently undertaken by your organization?**

Responses:

CHAMBER: We have no programs that are designated for business recruitment. We support all PDC efforts and those efforts by member organizations as required.

APP: None. We participate in BOMA's efforts, and give assistance whenever asked. We have undertaken minimal advertising efforts.

TVEDC: We do not have a formal business recruitment marketing program. We do respond to requests for information, and assist other organizations as needed.

SUNNYSIDE 205: I do not think we are in the appropriate position to do national marketing. This needs to be done by a regional body. At this point, we respond to all leads and requests for information.

POVA: We see the visitors industry and business recruitment as being closely linked. Attracting visitors can also attract business — investors, developers etc.

METRO: We have initiated the *Portland Metropolitan Development Report* in cooperation with the Corridor Associations and plan to send it out quarterly to a list of editors, the Fortune 500 companies and contacts I've made with IDRC.

Right now we are expanding our list to include more Japanese publications. There are plans to upgrade the report — use color and more graphics in future editions. Handling prospects for the region is however, not our charge.

SUNSET CORRIDOR: We have focused on having a product in place; 75% — 80% of our time is spent in making sure that our product is competitive in the market, i.e., available land, finished infrastructure, quality business parks with an adequate inventory of spec space, available housing, a good educational system, an efficient transportation system, and a streamlined permit system. We also respond to requests for information with an informational packet.

I-5 CORRIDOR: We do not promote specific properties or actively recruit businesses to the area. Our charge is to promote quality economic development, which in our case means bringing together business, individuals, civic organizations and local governments to review and study issues related to the development and improvement of the area. We respond to inquiries by providing information and getting the right network set up.

BOMA: BOMA takes over to fill the office space after a facility has been built or sited. We do not have a business recruitment marketing program.

OEDD: Recruitment efforts are under way in Tourism, International Trade, and Business Development. We are not at the point where we are deciding what businesses we want to come here; rather we are responding to businesses which express interest in coming here. We would like to move more targeted marketing for business in specific industry segments. What we ARE doing is developing an economic development plan for the state. The traditional market sectors are being analyzed and then choices made about what we need to be doing. We want to be proactive, but to do that, we need to determine just what the marketing effort of the state should be.

COLUMBIA CORRIDOR: We are a secondary marketeer. Our biggest obstacle two years ago was how people in the Portland area thought (or rather, didn't think) about the Columbia Corridor. We developed a 6-year strategy to resolve this problem. For the first two years we focused our marketing efforts on the folks who would have an immediate impact on our area: the real estate community, construction industry, developers, city and county authorities and bankers. We waged a public information campaign to familiarize these folks with the Columbia Corridor and to establish with them an identity.

PORT: 70%-80% of our energy goes into the local market. Our efforts are driven by the specific products we have to offer. A small percentage of our efforts are directed at national markets. But again, we are marketing specific products, not Portland.

PDC: Our marketing efforts are targeted at specific companies which we think would be likely to locate in Portland. We contact these firms directly and make personal calls on these targeted businesses.

2. What specific marketing activities are you involved in?

Responses:

CHAMBER: We do not directly solicit businesses to the Portland area, or do our own trade shows etc. We do supplement the efforts of other organizations — the SEMATECH recruitment for example. Our marketing efforts are "support" efforts. We are currently establishing an international data base that will assist international trade efforts.

APP: We will spend \$25,000 in 1989 to specifically to attract tourists. As a part of our 4-year campaign, we are linking up with the state's "Oregon: Things Look Different Here" theme. We will also be developing a \$200,000 advertising and public relations campaign to promote downtown Portland as the clean and safe environment it actually is.

TVEDC: Our folder and informational brochures as well as insert in "Oregon Business Week."

METRO: Metro is charged by statute to coordinate the regional implementation of statewide planning goal 9 (economic development). We will be initiating a program to assist local jurisdictions in doing their "analysis of the community's economic patterns, potentialities, strengths and deficiencies as they relate to state and national trends." This translates into real estate market research and basic economic analysis.

SUNSET CORRIDOR: We have developed a video, a brochure and have put an insert in the "Oregon Business Magazine." We have a committee that has worked together to identify target companies, develop a direct mail packet and mail to companies primarily in California. The first phase of the direct mail program will target approximately 250 firms.

I-5 CORRIDOR: Our marketing materials are contained in our I-5 Corridor folder and include the I-5 Corridor Report, the "Oregon Business Week" insert, and a "Guide to Economic Development" (Portland metropolitan area map prepared by Ticor Insurance offices). We also have a 6 months report and development report that goes out to our mailing list.

BOMA: We've published our 6th annual leasing guide and sent it to our list of some 13,000. Portland Showcase is another effort. The first year was successful, the second was not — and it was cancelled this year. We will rework the idea and would like to present the Portland Showcase next year in conjunction with the Fred Meyer Classic.

OEDD: We are involved in marketing through brochures, newsletter, press tours and contacts, statistical and other departmental publications, advertising, trade shows, trade missions, and cooperative efforts e. g. Biotech Conference and Forbes supplement. However, we are mostly in the position of responding rather

than of deciding whom we want to bring in . These efforts are especially important in Business Development, International Trade, and Tourism, including Film and Video.

COLUMBIA CORRIDOR: We publish a newsletter regularly that comes out in "Oregon Business Magazine" reaching a broader audience than our mailing list alone would reach. We also have prepared informational materials describing the region as a resource for PDC and prospects.

PORT: We advertise in the industry standards. We use a list of influentials starting with the mailing list from IDRC. We will be running radio ads soon. We will be spending \$25,000 for media buys locally and \$10,000 nationally. We want targeted audiences to know we're in the real estate business.

PDC: We organize semi-annual trips to Asia that include calls on key business and press contacts, promotional and special events. Through the Ambassador program, we conduct annual fly-outs to meet with business and press leadership to promote Portland as a good place to do business. We work with the national press to generate positive stories about Portland and we organize fly-ins of national editors. We have also co-sponsored special projects like the Portland Showcase, the *Celebrating Portland* book and a fly-in of site selectors.

We also prepare, publish and make available: *Getting Down to Business*, *Industrial Market Profile*, and a Japanese *Fact Book*. We also run ads with OEDD in Japan congratulating Japanese investors who locate in Portland.

3. Do you have a specific "image" of Portland that your organization markets?

Responses:

CHAMBER: No.

APP: Our theme is "Discover the Downtown Difference." Right now we would like to work on a campaign that would communicate subliminally that Portland is clean and safe. At this time I do not see that Portland has a distinct image. I do want to suggest, however, that Portland never be characterized as a "town." Livability seems like a likely theme.

TVEDC: Our themes are "pro business" and emphasize the quality of life, but no logo or slogans.

SUNNYSIDE: Our theme was stated in the *Oregon Business Week* insert: "Bold Spirited Action For First Class Results."

METRO: The theme that we find ourselves repeating is livability. But the key to any marketing program is continuity, an essential element that has been missing in any regional strategy. It takes a good three years to hammer in the message.

We need to give ourselves at least that much time to work on a continuous national and international image campaign to improve Portland's image as a great place to do business. The state has worked well in the past few years to develop a tourism campaign. The effort has been continuous and the message is always the same. This needs to happen for business recruitment as well.

SUNSET CORRIDOR: The Association has adopted the "Community of Excellence." theme for the Sunset Corridor area. But it is critical that our community marketed as a part of the Portland metropolitan area. Portland provides the airport, cultural opportunities, central offices for banks and legal firms.

I-5 CORRIDOR: Recurrent themes are livability and the quality of life.

BOMA: We have used the slogan "Bold Moves for Bold Leaders" and have tried to emphasize how upbeat the area is; but as for a specific image, no. I see the problem in the region that there seem to be too many images that don't jive.

OEDD: I think it's worth while to hang our hat on the "Oregon, Things Look Different Here" slogan. In business recruitment, for example, we can enumerate all the reasons that Oregon or the Portland metropolitan region look and are different: land use, bottle bills, vision — values — those elements that have pushed Oregonians to be unique. The idea of differences works well; we're culturally diverse and have much to offer to other cultures too.

COLUMBIA CORRIDOR: No, we do not have an image of Portland that we are trying to market. What we have tried to do is establish an identity for Columbia Corridor that we can market to the business community here in Portland — so that developers, bankers, etc know what exists here in the Corridor.

PORT: No, we are not marketing an image of Portland. Since we are marketing specific products, we concentrate on the products themselves. Portland's livability plays a role in our marketing publications, and we mention that Portland is a great place to do business, but it is not what we are marketing per se.

PDC: We haven't used a theme in recent years per se. However, whenever possible, we have used the "We're Saving a Place For You" and the "Oregon: Things Look Different Here" themes of the state campaign. We also emphasize Portland's livability (as it relates to the labor force), and Portland as a location for international business (gateway to the Pacific Rim).

4. What are your target markets?

Responses:

CHAMBER: Our main targets are small local businesses. We provide management assistance and counseling to small businesses.

APP: Companies looking for headquarters location, office space and retailers.

TVEDC: Agribusiness, high tech, distributors, small businesses and the wine industry.

SUNNYSIDE: We want to grow in a positive direction — we have enough landfills and chemicals in Clackamas County already. We are aiming at diversification — we would like to see some high tech industries locate here. We have retail space, the largest concentration of warehouse space this side of the Mississippi and will try to attract appropriate business here.

METRO: Aside from the target markets we've all discussed, I think the Portland area is a natural for the aviation industry; we're close to the markets (for suppliers) but out of the political range.

SUNSET CORRIDOR: Obviously the electronics industry is our major target. This includes suppliers, distributors and all related businesses. We are also working on recruiting more of the service oriented businesses like printers, advertising, retail and hospitality businesses (hotels, restaurants, etc.). Down the line we will be looking at locating a regional shopping center here. Retail will also generate more interest as the population and labor force increase

I-5 CORRIDOR: Distribution and transportation, light manufacturing, professional office space and residential space.

BOMA: Our targets are twofold: location of corporate businesses and headquarters here and retention of existing businesses. We can provide a liaison with local governments and help the businesses already located here solve any problems they might have and encourage them to remain in the area. We have found that our market is primarily the expansion of existing local businesses — not businesses locating from outside the area.

OEDD: Electronics, food processing, metals, secondary wood products, aerospace, distribution and visitors.

COLUMBIA CORRIDOR: The real estate and developer community — predominantly developers. Our industrial sites are suited for the trucking and distribution industry, machinery, some heavy industrial in Rivergate, food processing, and lately the hospitality industry has begun to show interest in the region.

PORT: We'd like to bring in good developers who bring in good clients.

PDC: We have developed a list of targeted industries: electronics/biotech/high tech, food processing, aviation components, special industrial machinery and medical appliances and supplies. We have developed a list of 400 of the fastest growing companies that we follow up with business calls.

5. **What resources can you utilize? Do you have staff — how many? Budget? Is the budget designated for staff? What about materials? Do you have any external resources?**

Responses:

CHAMBER: We have two staff persons working with small businesses and two who work on international trade, but these are not specifically business recruitment positions. We receive no outside — external — money.

APP: Right now we are putting together a \$200,000 Portland image marketing campaign for downtown Portland. Our target audience is the region (we include Seattle in our definition of region) and the state. Maybe 5% will be used in out of state advertising. This dollar figure is designated for media buys only. We will hire an agency to put together the campaign. We are looking to the Mayor's Task Force to give a central focus to our's and other marketing efforts done in the city.

TVEDC: We do not have a marketing budget. Marketing is the activity of one staff person accounting for about 20% of her time.

SUNNYSIDE: No marketing budget.

METRO: We are also willing to invest more resources to implement the market research required by statewide planning goal 9 (Economic Development). We are working on RLIS (Regional Land Information System). This system includes zoning, topography, rail, transportation mapping, etc. RLIS would provide vital information for a variety of industrial products, and give economic development groups in the region the information needed to make some rational decisions about industries to target for a marketing campaign.

SUNSET CORRIDOR: About 25% of the director's time is dedicated to marketing, and there is a line item for business development in the budget of \$8,000 that is designated for marketing.

I-5 CORRIDOR: Financially we have "O" resources available for marketing but we have incredible human resources. All title companies, developers, brokers, combine efforts. They are responsible for the development and printing of many of the Corridor's marketing materials.

BOMA: We have no marketing or PR budget. If we need money we can levy a special assessment on our members. To fund our "Portland Leasing Guide" we sold ads. If we need any advertising, we contract out. Our non-financial resources include access to BOMA's national/international information system.

OEDD: Staff and budget from several divisions of OEDD are available for marketing/promotional materials and for business recruitment activities around the state.

COLUMBIA CORRIDOR: None for marketing exclusively. Our external resources include access to our corporate sponsors and special assessments.

PORT: We have 3 staff persons who are marketing full time. We have access to about 10% of the Port's advertising person's time. We also put about \$100,000 per year into advertising.

PDC: We have recently added a full-time marketing position to our staff. In addition, the Marketing/Business Recruitment director and three of her senior staff persons spend at least 25% each of their time in marketing activities.

6. Which successful business recruitment marketing efforts do you know about taking place in the business community?

Responses:

PP&L was the business most consistently named by the respondents. Also named by the respondents were: US West, PGE and NW Natural Gas, Koll, Dawson Creek, the Oregon Graduate Center, Heritage, Shurgin and Graymore, Trammell Crow, PDI, Naito Properties, Rouse, Prendergast, commercial Securities, Melvin Mark and Lincoln Properties.

7. Which cities do you consider to be Portland's major rivals in business recruitment ?

Responses:

Everybody! Cleveland, Phoenix, Minneapolis, Atlanta, Denver, Seattle and San Diego. Vancouver (Washington and BC), Colorado Springs, Sacramento, Boise, and San Jose are also cities to look at. Portland has also lost out to Austin and San Antonio.

8. Which cities could you identify as having successful business recruitment marketing programs? Why do you think these programs are effective?

Responses:

San Diego and Sacramento, Colorado Springs and San Jose, Cleveland, Denver (The Denver Partnership), Austin, Indianapolis, Seattle, Minneapolis, Baltimore and Atlanta.

San Antonio, Austin, Kansas City, NYC and Atlanta. All of these cities have developed a "presence" felt at every trade show, every event where site consultants and planners gather.

9. Which key marketing strategies do you believe should be undertaken with current resources to improve Portland's image?

Responses:

- The major problem we have encountered is: Portland is simply not known. When we do pop up in the national limelight, all too often it is in conjunction with crime rates and gangs — not our best side.
- We need a consistent, ongoing effort to broaden national awareness of Portland.
- PDC needs an increased role in coordinating marketing efforts for the region.
- We need a cohesive strategy — more than just the report — that will result from this Task Force.
- We need an action plan, and to take a PROACTIVE role; we already do well with the responding role.
- We need to establish markets and goals and go after them. Like convention marketing, we need to attend appropriate trade shows and site-selection conventions.
- Livability and environment are concepts we need to take a look at, as well as the availability of an educated work force.
- Tourism and business recruitment marketing messages must be compatible, and should complement each other.
- Build on program at PDC. Utilize the personal approach — the Ambassador program is a good example. Plant stories in the national press about what is happening here, working domestically to improve Portland's visibility.
- Attend key trade shows — IDRC, electronics industries shows and ICSC and use as a networking opportunity.
- Continue presence of Oregon representatives in the Pacific Rim countries where Oregon recruits businesses.

Are there existing strategies?

- I would like to see RLIS developed and available free to the Corridor Associations. I think this is one of the most important tools we could have available.
- First of all we need to develop an image, that in turn, will give us a direction for our strategy.
- I believe if/when we find our niche, then our marketing efforts will be effective. The fly-out trips, Ambassador program, are effective and should be further utilized.
- What I would like to see happen is a cooperative effort by all the players in the region to put together a Portland image campaign.
- I think you can forget trade shows. Advertising has only a marginal value.
- Build and use the Ambassador program.
- Make targeted visits to targeted cities to visit targeted companies. Pre-qualify companies you will visit to maximize the effectiveness of the time spent.
- Cultivate and maximize opportunities for national exposure — develop national press network and plant stories about what is happening here.
- Develop a cohesive strategy that all players can buy into and put together a short list of key activities. Continue program using consistent themes and strategies for the next 3 - 5 years.
- Create a theme and a logo, coordinated with the state's campaign that *everyone* uses.

10. With expanded resources?

Responses:

- Develop a promotional effort to reach those who have not inquired about Portland through advertising, frequent visits to California, and a public relations campaign.
- Create a regional marketing package that everyone could use, with staff to update it. This piece should be flexible. It would be great to go the whole nine yards with a regional marketing package including advertising, print advertising, and a folder developed for each region with supplemental pieces for each community/association area.
- Produce a marketing piece that incorporates all the tourist aspects into business recruitment. We have the quality of life to sell here.
- Key strategies have already been pretty well outlined in the *Industrial Development and Site Selection Handbook*. We need to choose activities that are the most cost effective; for example, is there is a high return on trade shows?

We need to develop a consistent image and hammer it home on our target audiences. Consistency is the key here. We need a unified image and a consistent program. And a system for evaluation.

- Have an all out Oregon advertising campaign centering on the OEDD's "Oregon Things Look Different" campaign using billboards, the whole works, in targeted cities. Keep up the campaign hot and heavy for 18-36 months — saturate our target markets to make them aware first that Oregon exists. We still need to get over the "come but don't stay" image. This can be followed up with a business recruitment marketing campaign. But there are still issues to be addressed in the meantime: workers comp, property taxes — issues we need to work on to make an impact on the Governor and the Legislature.
- Comprehensive marketing information on office and retail space downtown.
- Three different marketing strategies with three different focuses, one for retail, one for industrial, and one for office. It may be that trade shows, for example, are more effective in one strategy and totally ineffective in another.
- Conduct a business recruitment marketing campaign in N. California.
- Establish an image of Portland in the national business consciousness.
- Take the Ambassador program on the road every month.
- Flood the market with videos and step up advertising in trade publications and newspapers.
- Oregon still needs to overcome its negative image. We need to do some in-house marketing showing Oregonians the benefits of positive, responsible growth and development — many are still more than skeptical.
- Further develop the Portland Showcase idea, coordinating it in conjunction with the Fred Meyer Classic.
- Attack the bigger issues that keep business out of the state, the tax structure for example. This state does not provide enough incentives; we can't compete in the arena of big league "gimmes."
- Decide on our targets first before we spend any money wisely.
- Funding a public/private business council that would do the job of marketing the Portland image. Representatives from all the counties, corridor associations, or an interest in business recruitment or economic development would have a voice and make resources available.
- Outreach should not exceed the capacity to respond. More fly-ins, fly-outs are a good use of expanded resources. Utilize the tools at hand; the Convention center, for example, can play a role in attracting businesses.
- Work with the State to produce an all-out Oregon marketing campaign. Tap into that campaign and do some selective national advertising. Do regular fly-outs and have a display of Portland business opportunities — a Portland business development booth — at every major convention.

11. What role should the business community play?

Responses:

- Business should play a big role in the implementation of a cohesive business recruitment marketing plan; PDC should be the glue that keeps all the marketing efforts together and on track.
- There is a growing awareness that economic development organizations and the business community need to work together in this business of economic development. The ground is fertile to make such an effort work. The Ambassador program is a great example of how the business community can work with the economic development organizations. Their personalized testimonial material is invaluable in promoting the region as a great place to do business. Naturally, their funding resources are important.
- Co-op advertising.
- Industry needs to feed into the system; the Ambassador program should be further promoted and utilized.
- Business has the money to help out. A joint advertising venture with the business community would be useful to us all. Businesses can market themselves and the city at the same time.
- This effort is a good start. The business community has been perhaps over-used just as a source of cash. Meanwhile the brainpower and expertise of the executives has been bypassed. Top execs can be used not only as Ambassadors; we also have their experience at our disposal.
- Pay attention to our Federal delegation. They need to know what we have to market and they have connections and ways of getting businesses to locate here.
- It is critical that business participate. It can support and utilize themes for its overall image, and should be asked to help finance key promotional projects. It is essential that we get business committed. Utilizing the Ambassadors to sell and promote Portland as a good place to do business is an integral component of involvement in our business recruitment efforts.

APPENDIX C

WORKPLAN FOR OTHER CITIES RESEARCH

- I. Identify businesses, agencies, and organizations that deal specifically with business prospects in the Metro area.
 - A. Contact to determine:
 1. Which cities they consider Portland's major competitors for business recruitment.
 2. How they rank these cities as competitors in specific categories of business development.
- II. Identify Portland's major competitors for business recruitment:
 - A. Contact and determine:
 1. Organization: what is the structure of:
 - a. Marketing efforts for business recruitment
 - b. Benefits/problems with the existing structure
 - c. What changes would be recommended?
 2. Has an image for the city been established? Who establishes the image? The City? Non-profit? State? Is there a coordinated marketing effort? If so, how is coordination accomplished? What are the barriers to cooperation?
 3. What image did the city start with? Was it negative, non-existent or fairly positive?
 4. How does this city coordinate images for tourist attraction and business development?
 5. How are these marketing strategies financed? What is the yearly budget? Publicly or privately financed?
 6. Does the city employ a regional strategy to attract businesses or must the city compete with nearby communities for site location?
 7. What evaluation systems are in place to measure success?

Results: Identification of Portland's competitor cities and their business recruitment marketing efforts and activities.

APPENDIX D

CONTACTS AND INFORMATION SOURCES

Persons Interviewed

PACIFIC POWER

Nancy Randall, Industrial Development Specialist

KOLL DEVELOPMENT

Chuck Mohill, Marketing Director

Gary Alson

OREGON GRADUATE CENTER

Leslie Clevinger, Marketing Manager

ROUSE COMPANY

Perry Page, Vice President

NORTHWEST NATURAL GAS

Craig Honeyman, Manager of Corporate and Economic Development

H. NAITO PROPERTIES

Doug Campbell, Vice President Property Development

BENJFRAN DEVELOPMENT

Mike Nelson, Marketing Director

OGC SCIENCE PARK

Bert Gredvig, Vice President

PORTLAND GENERAL ELECTRIC

Ed Whelan, General Manager, Economic Development

US WEST COMMUNICATIONS

Karen Colby, Marketing Manager

PACIFIC DEVELOPMENT, INC.

Kandis Brewer, Director of Marketing and Communications

NORRIS, BEGGS, SIMPSON

Clayton Hering

OREGON DEPARTMENT OF ECONOMIC DEVELOPMENT

Steve Petersen

LINCOLN PROPERTIES

Susan Curtin

CUSHMAN AND WAKEFIELD

Thomas Usher

PORTLAND DEVELOPMENT COMMISSION

Jan Burreson

Mark Clemons

Christopher Juniper

Mike Ogan

Matt Reimann

TRAMMEL CROW COMPANY

Steven Klein

GRUBB AND ELLIS

Bruce Korter

FANTUS

Ford Harding

HOBSON AND ASSOCIATES

Eric Tinus

SEATTLE CHAMBER OF COMMERCE

SEATTLE-KING COUNTY ECONOMIC DEVELOPMENT COUNCIL

Jennifer Rapacz, Business Development Specialist and Research

AUSTIN CHAMBER OF COMMERCE

Sue Walker, Business/Economic Information

ECONOMIC DEVELOPMENT, CITY OF AUSTIN

Dave Kreider, Director of Business Service

DENVER ECONOMIC DEVELOPMENT AGENCY

Julie Bender, Economic Development Specialist

GREATER DENVER CHAMBER OF COMMERCE

Tom Clark, Vice President

DENVER PARTNERSHIP

David Howlett, Vice President

PHOENIX ECONOMIC GROWTH CORPORATION

Jeff Bert, Senior Manager Business Development

GREATER PHOENIX PARTNERSHIP

David Maurer, Executive Director

PHOENIX CHAMBER OF COMMERCE

Valerie Manning, Vice President of Economic Development

CITY OF SACRAMENTO, OFFICE OF ECONOMIC DEVELOPMENT
Department of Planning and Development
Tim Johnson, Economic Development Specialist

SACRAMENTO COMMERCE AND TRADE ORGANIZATION
Mary Gonsalves, Manager
Economic Development

SACRAMENTO CHAMBER OF COMMERCE
John Caron, Vice President
Business and Development

SAN ANTONIO ECONOMIC DEVELOPMENT FOUNDATION
Stephanie Coleman, Executive Director

CITY OF FORTH WORTH
Tom Higgins, Director
Economic Development

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