

Final Meeting Notes
from the
Kitsap Economic Vitality Summit
Conducted: September 29, 2009

**Strategies to Create and
Recruit New Jobs to
Kitsap County**

Co-Sponsored By:



Conducted by:



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Kitsap Economic Vitality Summit

Strategic Event

September 29, 2009

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Approach to the Notes

The notes that follow are organized around the discussions that occurred through the day. Where possible, actual verbiage from participants was included, although not always in the order they were shared in the meeting. Discussion points were organized by theme and summarized with headers to make it easier to follow the main points that emerged.

Agenda

8:30 – 9:00	Check-in and Networking
9:00 – 9:45	<p><i>Introduction to the Day</i> <i>Welcome Comments from</i> Cary Bozeman, Port of Bremerton and Bill Stewart, KEDA</p> <p>Key Outcomes with P.S. Reilly, NextGen Today Setting the foundation for strong economic vitality. What do we want from this investment of a day together? What keys to success should drive your strategies?</p>
9:45 – 10:45	<p><i>The Economic Opportunities in Kitsap County</i> What are the realistic opportunities for us in Kitsap County that could help grow our job base here? Large group discussion within a moderated panel that overviews defense, cleantech, high-tech, and other sector opportunities in light of the kinds of companies that Kitsap has a proven ability to attract and grow.</p>
10:45 – 11:00	Networking Break
11:00 – 12:00	<p><i>Key Strategies to Harness our Assets and Remove Barriers</i> Small group discussion about regional assets, challenges and needs. Followed by larger group recap around what it will take to create success.</p>
12:00 – 12:30	Lunch (Provided)
12:30 – 1:15	<p><i>The Courage to Make it Happen</i> Fireside Chat with Bob Watt, Civic Volunteer What does it really take to get groups of organizations to move in the same direction, and what makes it worthwhile?</p>
1:15 – 1:30	Networking Break
1:30 – 4:00	<p><i>Developing Key Initiatives</i> Working together to identify 2-3 initiatives we can support that will make a difference in the success companies and bring more jobs to Kitsap</p> <ul style="list-style-type: none"> ● 1:30 – 2:00 Overview of the key needs for attraction, retention, expansion and start-up ● 2:00 – 2:45 Initiatives that could Improve Business recruitment promotion & outreach ● 2:45 – 3:00 Networking Break ● 3:00 – 3:45 Initiatives that could improve business retention, expansion and start-up ● 3:45 – 4:00 Summary Recap — Initiative Next Steps and Individual Commitments. What value can you bring to the initiatives? What commitments are you willing to make? How do we stay coordinated?
4:00 – 4:15	Closing Comments

Meeting Summary

Goal of the Meeting

To generate a set of initiatives that will best move the area forward to cultivate more local jobs.

Participants

Over 60 economic development professionals from various organizations, real estate, local governments, businesses, and more participated. (See full list in Appendix A).

Defining Economic Vitality for Kitsap County

Jobs and economic growth were at the center of the equation, surrounded by a numbers of keys to success including quality of life, infrastructure, market access, workforce and more.

Key Sector Opportunities

A number of key sectors were outlined and discussed in panel, large group, and small group format, including:

- Defense/Military
- Clean Industry
- Manufacturing/Production
- Healthcare
- Hospitality
- Technology
- Agri-Business

Strategies to Take Forward

The group narrowed in on a few key strategies:

Leveraging Our Current Assets	Building More Assets
<ul style="list-style-type: none">• Brand to Our Strengths• Increase Business Traffic to Existing Business• Coordinate our Support for Business• Know Ourselves• Coordinate our initiatives better	<ul style="list-style-type: none">• Build stronger, clearer sector strategies & execution plans• Enhance Education System• Build a Stronger Base of Financial Resources• Faster ferry, stronger transport solutions• Faster, Effective Permitting and Zoning• Innovation Accelerators• Build/Enhance Housing Stock

Immediate Initiatives (Next 3 – 6 Months)

Activities the group feels would have the best short to mid-term impact:

1. Launching a successful marketing & outreach campaign
2. Crafting sector-specific strategies and initiatives
3. Enhancing our workforce specific and P-12 education opportunities
4. Optimizing our business development delivery services
5. Building a stronger foundation to coordinate these and other initiatives going forward

Roadmap for Immediate Initiatives			
Strategy Area	Deliverable	Key Next Steps	Leads
Sector Strategies	A strategy built upon knowledge of what we have, what we need, and what's possible and what do we need to close that gap?	<ul style="list-style-type: none"> • Step 1 – Assess where the strategies are now—existing initiatives and pieces of strategy and refine research data needs • Step 2 – Do research on companies in the sector, with ongoing refinement of sector definitions • Step 3 – Identify overall strategy for the sectors and key initiatives with clear leadership, scope and metrics for success to take the sector strategies forward 	Scott/Becky
Marketing	A live, work, play campaign to establish a Kitsap County brand that develops outside interest in moving here and/or establishing businesses here.	<ul style="list-style-type: none"> • Step 1 – Establish a SWAT team • Step 2 – Set up short-term program plan & review materials generated to date • Step 3 – Promote opportunity and raise funds \$ 125K/yr for 5 yrs (\$ 5K apiece from 25 orgs) • Step 4 – Issue RFP and Retain professional help • Step 5 – Package and sell the community 	Cary/Bill
Education	Expanded Olympic College, workforce support for sector strategies, strong P- 20 programs, and improved branding message around education strengths.	<ul style="list-style-type: none"> • Step 1 - Expand and formalize the Olympic College/Navy Coalition and coordinate outreach/lobbying for near-term program enhancement and OC 4 year degree effort • Step 2 – assessment /communication of current P – 20 Programs • Step 3 – Build messaging to be included in branding exercise • Step 4 – Identify necessary changes and business cases for new initiatives (e.g. opportunities to enhance math & technology support) 	Rick/Arno/ Wendy
Business Development Resources	Optimization of business development service delivery.	<ul style="list-style-type: none"> • Step 1 – Share business development consortium brochure and invite feedback. • Step 2 – revamp list of service agencies to include private sector/others • Step 3 – Explore consolidation of particular groups or functions • Step 4 – Develop potential around revolving loan fund, other sources of sustainable funding, and new models • Step 5 – Implement promotion and coordination campaign. 	Kathy/Tim
Initiative Coordination	Oversight, communication and ongoing performance tracking for each initiative to ensure more effective performance on these and future initiatives.	<ul style="list-style-type: none"> • Step 1 – Provide information on historic and current progress on work related to each of these initiatives • Step 2 - Confirm project scopes, people, roles for each initiative • Step 3 – Establish communication/reporting expectations & tools • Step 4 – Clarify and confirm individual commitments ongoing • Step 5 – Share initial/final budgets and work plans to help carry stuff forward 	Bill/Scott

Introductions to the Day

Cary Bozeman

The theme today is jobs, when we walk out here tonight do we have some idea how we can recruit, detain, and keep the jobs here in Kitsap County. The jobs is the essence of stimulating the economy, providing services to those that need it most. King County is cutting many jobs and lowering the quality of life.

Retaining the Jobs—we've done a good job at retaining the Navy. We've got 5-10 years out of good work. Gates said the reason he came to Bellevue is because there's an educated workforce here. There are people I can hire that I can train. That's why Microsoft is located where it is today. It's about education. Have we done a good job at marketing our strengths to the other side or the community? Probably not.

It is clear that we live in a competitive world and to attract, retain and grow companies here we have to be willing to work together. Hopefully we'll walk out here today with some concrete ideas and a roadmap. Why don't we try something new? Change is inevitable, there's a better way to do it there always is and maybe today we'll find it.

Bill Stewart

I was very fortunate to walk in here and inherit a tremendous body of work. Many of you were involved in the Kitsap 20/20 original work, and even if you didn't you may have still found yourself sitting around the table to help get some of this stuff done. Some of you may know that we have no deal-closing assets of our own. We don't have workforce training, we don't have employee recruitment, we don't own industrial or office facilities. [Overview of recent opportunity here--didn't catch] To shorten up the story, here we are going into last night people find themselves to be the closers for the capital this company needs to close on this.

If I could reinforce anything from today, it would be that you are here because you know you can't do it yourself. We're all in this together both positively and negatively. Let's get it done today, this is a tremendous opportunity to get this done.

PS Reilly

Today is an opportunity to pull all of the thinking from Kitsap 20/20 and beyond together to survive current market conditions but also reposition to thrive as the market heats up. So today let's put our best ideas out on the table, and then narrow it down to a couple of key things that we really want to focus on for the next 3 – 6 months. The ultimate goal is to turn this 70 people today into 700 people pulling together, and eventually 7000 people with new jobs.

Defining Economic Vitality

How do we define vitality in Kitsap County? And what will be important to helping us achieve it? If we can look forward a year or more, how would we evaluate whether our efforts have been successful?

Measuring the Elements of Progress

- Evidence we are competitive with Puget Sound with strong relative numbers
- Higher employment rates from long-term sustainable jobs
- Strong military presence that is sustainable
- Diversification from the military with additional sectors and jobs not dependant on military
- More start-up activity
- Higher rates of buying local/less economic leak out of county
- More “share of wallet” from visitors
- Financing and investing levels up, both public, private--even local angels
- Stable non-profit funding levels & philanthropy levels up
- Stronger numbers of skilled and well-trained work force
- Education/graduation rates higher
- Retention/attraction of wealthy retirees higher

Ultimately, jobs provide financial security. As much as we want to talk about quality of life, financial stability and security make the rest of our dreams possible. How do we give our community the financial security that comes with employment? Jobs lead to individual financial security.

Keys to Achieving These Measures

Business Climate—Environment that is supportive of entrepreneurship from incentives to finding credits to marketing to establishing relationships.

Education—Creating an education systems that supports the companies. Gives us an engine to regenerate and maintain the elements we have. It helps compliment the economic activity that is connected to the military. It is critically important that we have a vibrant quality of the education system. That’s going to encourage stuff in the workforce, parents feel like they can go to work and they can feel like their children are getting a quality education

Workforce—Skilled and well trained workforce. The timeliness of providing training for new jobs that have come into the community. Ability to react in a timely way

Branding/Perception—Perceived as a destination place to go to work or to build business. Opportunity. Not a bedroom community.

Non-Profit Funding—Stable non-profit funding levels. The private sector can afford to support them. The non-profits are existing and not struggling.

Financing—Lack of financing, financing industry very fragmented connection to venture capital is a challenge. One of the things we need for success is investment. That's going to create a lot more job opportunities in government. The people who live in the county who have retired or have some wealth will turn around and invest in some businesses that want to start up in the county.

Quality of life Infrastructure—Infrastructure, whether that is economic infrastructure, whether it is community or physical. A community that adapts to whatever the future is. It comes down to infrastructure and making sure that is developed and refined and improved upon. Includes things like working with your assets, your intellectual, your community and quality of life. Roads, transportation

Healthy Lifestyles—Across the community in lifestyle choices. Employees can't work and can't earn that income if they're not at work. If you're not mentally well you can't be physically well.

Buying Local—Increase programs to promote buy-local, keep the money spinning.

Healthcare—The seniors want healthcare, they demand it and need it. We need to make sure our healthcare system is vibrant and active and making good decisions with the money we have wisely.

Philanthropy—I think in this community this is at a pretty low level. If all these other factors of vitality come to pass then I would hope philanthropy comes up. Volunteer system that helps support kids. I'd love to have a challenge to all of the citizens that are working with the kids.

Attracting Key Demographics—Everything I read, the baby boomer generation is going to be the wealthiest generation of history. I've always believed that we can be a good market for retired baby boomers. They're close enough to their kids and grandkids, they're productive and entrepreneurial. They are a market that we could be attracted to over here.

Key Sector Opportunities

What are the real and practical opportunities that we could pursue here or are pursuing in Kitsap County?

The notes in this section are a combination of the panel discussion with Scott Bosch, Doña Keating, Clif McKenzie, Bill Stewart, as well as the recap from small group discussions that happened around these sector areas.

Military/Defense

PS--We know the military has been such a phenomenal part of the presence here. Where does the military fit into this?

Bill—At first I thought I was the only one around that didn't have a full and extended appreciation for the defense contract that appears here. A lot of folks don't know it's a significant part of this economy. The payroll in the military here is 1.2 billion dollars, second in the state for numbers and first in the state for payroll. I get the sense that we don't completely have our arms around that industry. The defense industry we think about it as contractors. If you have a slice of it, I'm not so sure we have a real good handle of the opportunities.

PS--Given that military has been such a strong history and key part of the economic portfolio here, why don't we have our arms more around that?

Kathy—As far as aerospace and space we've just been content thinking it's all centered in King and Snohomish counties.

Bill—The defense contracting, a lot of the companies that come in here and they really come in for specific work and sometimes we don't even know they've arrived. They didn't come in to join the organizations. I'm getting the sense that that's not unique. There also is an opportunity to do more work around here.

PS— So companies arriving for specific work—are we aware, can we keep them? Rick, what are some of the assets we have here that are maybe not quite as leveraged?

Rick—There is a huge presence of companies in and out of here daily who are performing work for the United States Navy. They're casting sheet piles in the parking lot, one company is building this enormous pier. It's a pier that is designed to support the next generation of aircraft carriers. Hundreds of millions of dollars will flow in here in the next decade. I think there's lots of opportunity in there just being in the position to go after it.

Military/Defense Highlights

- \$1.2 Billion Payroll
- New Pier will reinforce longevity of the sector here
- Strong local companies in defense contracting
- Need to know more about those firms and encourage them to remain long-term
- Need to get more of the subcontracting dollars to remain here
- Additional opportunities in aerospace, space should be explored

Mary Jo Juarez—The navy goes out, doing a review of their contracting dollars and almost every company that I've done that with over the past few years has failed miserably. We have a predisposition to the federal contracting for small businesses.

You've got Norm Dicks here and you've got added value

Rick—As far as company moving here the head of Navy regent northwest who was headquartered from Seattle to Bremerton. The concentration of Navy for the whole Northwest is right in the city limits of Bremerton.

Bill Stewart—The message on the defense side that I would leave behind. Just cause something's big doesn't mean we're getting all of the value we need out of it.

Strategy 1: Get more defense contractors to Site Here Permanently with Active Recruitment of Out-of-Area Defense Contractors Who Have Won Local Contracts

There is a market if you will out here for the military that seems to be conducting daily business that we are not completely aware of.

The important thing is coming up with the right mechanism for us to get the visibility for what these businesses are. We know the city has a new list of businesses but probably doesn't break it down by defense. DOD adds some criteria that all businesses become local chamber members. How do we identify this opportunity—suggestions include through the public affairs officers, fleet industrial supply center, NAFAC. We need to strategize a radar system that alerts a core team when these folks arrive.

Then it's not only finding out who they are but finding out when they're here and their needs and also making a personal relationship with that business and introducing them to community to stay here and expand possibly beyond their contract. Our goal should be to leverage the one-time contract into the potential for opening/moving their west coast head quarters here. Being able to have visibility into their process early on will be critical to maximize success in their growth in this community. We need to make them aware of the benefits of siting locally so that we don't miss this marketing opportunity.

Strategy 2: Get more from all of the downstream opportunities for the big contractors.

We need to get more buy local from navy contracts w/ supply networks—opportunity for small businesses. The large contractors have to require 77% of small businesses. (Nationally it's 500 or less to qualify as a small business).

We should identify what subs opportunities are coming up with contracts ahead of time, and then do active recruitment around the subs participation.

We need more small businesses to see themselves as small subcontractors for the navy. If the chamber did an orientation with the small businesses even if they just register the navy has a way to look them up and assist them. If the navy thinks it's something they will use then they can recommend them to contractors and subcontractors.

Strategy 3: Look for additional Military Servicing Opportunities

We also want to maximize the value from the military presence here. With the new pier being built, it enhances the opportunity for the national airport to be used by the military other than just VIP flights that it's used for now. We've been so focused on servicing boats and not on the aircraft, but we need to expand to think about that as a key business opportunity.

Technology

PS—Technology often underpins all of these other sectors, and in that sense represents opportunities beyond. Where are some of the opportunities in the region around technology?

Doña—We just talked about defense, there are huge IT components to that. You'll look at the defense sector where they're looking at shipping. I think from the IT perspective healthcare is a very hot area right now. There is a tremendous opportunity in the industry for health IT in terms of training and companies that can be created. They've gotten their original training in terms of the human resource and how to deal with an electronic version.

Doña —Same is true for clean technology. We tend to use buzz words, but this is an industrial revolution. Software is also changing the face of IT. The opportunity here is that a lot of companies and consulting firms are shifting to this practice. There are companies that are looking for ways to fund themselves and meet these market needs, but they need infrastructure and coordinated services that are here and they really need a community that is behind them. How can we find out what's already here and help with the growth?

PS—Why is it that you've committed to making technology grow here? Should technology be an area focus for Kitsap? Why? What is the asset base we have to work with?

Doña —First of all we talk about our best and brightest going out of the county to king and Snohomish County. Obviously if they are going to get a wage to take care of their families they are going to leave this area. But that represents an asset that we could use to grow technology businesses here. Right now the environment makes it tough sometimes because they can't maintain their quality of life.

Patty—It seems to me they really promoted getting wired and it's something if we want technology to be one of our top priorities we would have to promote that in a marketing segment to help attract technology workers.

Technology Highlights

- Defense tech, clean tech, IT, medical tech
- IT moving to the web, creating opportunity for smaller cost, professional services value-add
- Creating the network of support, environment to hire our local talent currently commuting, education opportunities
- Solve the telework problem/opportunity
- Retired military—talent for entrepreneurial opportunities

Charlotte Garrido—Kitsap county was a pilot and we were very successful. We know that nationally and internationally that information technology are taking the change daily. Broadband here is underutilized. We need to imagine what's possible and start reaching for that.

Jim Boldt—I am the PUD's virtual employee. Kitsap County has one of the best fiber back bone. The PUD under the state statute has allowed to deploy at state level what you should consider as transport. Just know it's there and I'm not objecting by saying it's underused. There are very few places in the county where if a person needed a quick internet hook up they couldn't get it. But have we really turned that into competitive advantage?

Jim McKenna—These two go hand in hand. We also have a lot of retired military. A lot of them are interested in starting their own companies. So many of them like the opportunities here. They could also be an asset for technology businesses and new start-ups.

Bill Stewart—How do we retain talent and expand that talent so we can achieve some of the economic and social goals we want to get to.

Strategy 1: Understand and Promote Our Current Technology Strengths

Conduct a full map of the businesses that are here, and promote more of the success stories. Also build more promotion around the technology-based strengths of the county with broadband and other resources. Integrate the technology discussions more thoroughly into other sector conversations and economic development that is happening at the city level.

Strategy 2: Build Workforce Capacity & Physical Infrastructure for Technology

Build a recruiting opportunity for entrepreneurs to meet with retiring military engineers.

Establish a hot desking/entrepreneur center or incubator with additional hot desking capacity that would provide more young technology firms the opportunity to employ local people and provide start-up firms the resources they need.

Strategy 3: Establish a Local High-Tech Investor Group

Healthcare

PS—We know that healthcare is potentially seeing many changes from demographics, policy, technology and more—what kind of challenges and opportunities will that create for Kitsap in particular? Where are the growth opportunities?

Scott—With wages and benefits we have the whole healthcare industry and the architectural work that is being done, this is a billion dollar industry. We need to support that now by buying local and be a place that attracts high tech in healthcare, let's not

walk away from what we've got now. The growth is going to be in treating chronic disease and the aging population.

PS—How does technology stand to change healthcare?

Scott—Whats developing now is a health information exchange. Your health medical record will be online. We're at the very cusp of that right now.

PS—Where is healthcare reform, and how might it impact us?

Scott—There isn't an answer right now and that's what is being debated right now in Washington DC and the rest of the state. In terms of jobs there is going to need to be many more nurses techs and whatever coming in. Unfortunately it's not going to be happening anytime soon.

It's key to everything else and maybe there's new opportunities but we're going to have to replace people very soon. 1/3 of people in Kitsap County don't get hospitalization in Kitsap County. We do a huge array of services. I think the healthcare system has evolved here over time and there was probably a time that we couldn't offer services that were available in other communities

Larry—I think what Scott has said is real symptomatic, there's a perception that you can't get quality services and products in Kitsap County, and that it's better in Seattle and king county. We need to overcome this perception in a huge way and we need an effort to do that.

Scott—We had someone here from KPS who told us that about 50% of the population does not have access to the healthcare they need because they don't have the resources..

PS—What do you think will need to be done to address the local needs and create a larger economic development opportunity?

Scott—The industry needs to create opportunities for job creation. We don't have enough critical mass and we don't have some of the key infrastructure. Positions we are recruiting are in their 30s. We need to create opportunities for highly educated people that have time to be involved in our community.

Retention and growth—what's been started with Olympic college and the 4 year plan. As you move towards doing that you start attracting businesses like the military as you've marketed yourself. I think there's a lot of good infrastructure here that's already started.

Joe Roszak—My prevailing thought is an issue of hospitality. The issue of how important it is to incorporate hospitality added to institutional care from the long corridors to the

Healthcare Highlights

- First boomer 65 in 2011
- Treating chronic disease
- Treating aging populations
- Addressing mental health
- Large retirement—replacement jobs
- Buy local—1/4 - 1/3 leaving to be treated in other jurisdictions
- H.C. technology medical opportunity

pod systems. I think that that is just a core value that needs to be embraced across all sectors.

Scott—Harrison and it's board are willing to take risks. It's about taking risks. We're willing to do it because we believe we have the community backing.

Strategy 1: Become a Center of Excellence in Traditional and New Domains of Healthcare Training for the Region

We don't have enough healthcare providers both at the technical and physician level. We would like to be the leader in the state for educating healthcare providers. We need to build the capacity to replace our own retiring workforce, as well as others around the region. There are specific skill gaps and we need to match education and the scales and certificates to fill the need for the medical professional going forward.

Strategy 2: Develop a Network of Healthcare Organizations Across the County to Address Emerging Trends

We need to build better connectivity to healthcare between communities. We should identify a partner based resources, not only in Kitsap County, king county, we need to work together as a region. We should also tap the military program.

Strategy 3: Market More of Our Health Care Strengths Locally

We should include promotion of our healthcare strengths as part of the regional marketing. Increased care for elderly—Education Center. Put together a resource center to educate them on what the healthcare benefits are here.

Hospitality & Tourism

PS—Where are the opportunities for hospitality and tourism in our region, and what will we need to secure more jobs and revenues?

Sam Askew—There's a room full of professionals and CEO's and it seemed that every category was more important than tourism. There's only 4500 jobs that are related to tourism.

We also noted that in other areas/counties there's a lot of talk about tax. Tourism is a huge tax contributor & revenue contributor—often overlooked. Property tax models—if a hotel is not successful there is a property tax base that you lose immediately.

PS—That's a good point, and should be considered when you ultimately think about goals for this sector. Is it to increase the number of visitors and share of their wallet for revenues? Tax base contributions?

Hospitality/Tourism Highlights

- 4500 jobs right now, potential for many more
- Tourism visits can make a strong contribution to corporate exposure and potential new businesses migrations
- Tourism is more than sales tax—failed hotels have implications for property tax base
- Clear branding will be important determine identity, focus groups, maintain reputation, cultural integrity
- Actively pursuing specific events that also grow our sectors is key
- Soft skills and customer service need to be enhanced throughout the county

There is also anecdotal evidence that tourism has turned into a new company siting when visitors decide to relocate.

Patty—We need to think about the definition of tourism. Tournaments are a huge untapped market for us and I know we're not thinking of tourism. The Kitsap fair grounds and the pavilions. When you get those tournaments here you get people going to the other venues. We have to support our hotels year round. The residents here sort of become travel agents for tourists coming from out of town. Keep a broad definition of tourism

Rick—Ship reunions are a great option to increasing that value from the military and their families. Every ship that has ever existed has a society or a group and getting to those guys and telling them the benefits. You can have symposiums about what is taking place.

Cary—We had our first wine festival here and it sold out and I would say most of them were from outside the community.

Sam—We have an untapped source here. We have identified as branding for the county as being really important. All the counties have really good identities. We need something that is really cohesive. We need to set aside some differences.

Patty Graf-Hoke—I think really what we're talking about is an identity or a brand for the county. I think by establishing who we are, we are an outdoor focused community. We embrace our environment, we have trails systems. This is the most requested location for transferring for the military.

We're one of the most suburban communities from a land use perspective. We need to embrace the fact that we have some density here. We have a beautiful urban space that we need to take advantage of.

Sam—There was a comment made earlier about the sense of hospitality. One of the things that we need to work on is soft skills. Those things that we need to teach our employees for getting across that information. They should have a welcoming quality

Development—needs to “fit”—match the experience a guest is looking for

Strategy 1: Market more of our Capacity to Locals Year Round

This ensures that we continue to get revenues even after core tourist season, and includes promoting local resources for visiting relatives, weddings, etc. We could better identify as “natural playground for Puget sound” and family friendly. The ferry has consistently ranked the # 1 statewide tourist attraction, and we should leverage this to market to Seattle and region. every year our numbers go up and we're up 15%. I get somebody walking off the ferry and staying in the hotels. We need to get some transportation in place for people that are walking off the ferry. We will explore package exchange of “staycations” with the Seattle concierge association.

We will also look at continuing Kitsap concierge program where we've stationed people on the boats and we still have those available. Put on our button and answer questions for tourists.

Strategy 2: Aggressively Pursue Events in Parallel with other Sector Strategies

We will pursue events, tournaments, activities or gatherings that would be very germane to our sector strategies and and create opportunities for local folks but bring potential business. These will need to be narrowed down and someone needs to take the lead in program and packaging. The private sector needs seed cash and other energy and enthusiasm to get them off the ground. Weekend travelers already come—these would also develop mid-week visits.

Potential Additional Events:

- High speed vessel conference.
- Golf conference
- Package Wine Tours
- Marina—how much money they spend
- Harbor festival could be county wide
- Harvest dinners
- Peninsula picture festival
- Mega Yachts—having the boats in the marina
- Ferry Festival
- 78 parks—marketable
- Biking
- Triathlon
- Kayaking
- Signature event
- Butterfly and Horses parade
- Car show
- Equestrian events center
- Cruise car event

Strategy 3: Enhance Transportation Options to Get to Kitsap

Having Kenmore Air and other options could help. If everyone in the county can come together and work on recruiting them so that Kitsap can be a destination. That is just another alternative where you can fly and stay overnight.

Clean Industry

PS—We know that larger trends are shaping this sector's growth—policy, recovery, funding, motivation. Where can clean production based businesses fit into Kitsap and how do we make them more successful here?

Clif—Buy more office furniture. Sometimes we get a little confused we think we're going to a service firm. We provide jobs on the sustainable stand point. We provide primary jobs and we take and create jobs in the process of office furniture. When our IT folks say we want to upgrade the IT. We insource every job we can in this county. In this

Clean Industry Highlights

- Technology AND Industrial, Light Manufacturing Product, services, processes all opportunities
- Large natural resources could be harvested, but also production and municipal waste, etc.
- Buy local can be key part of manufacturing/production strategy
- Need strong public/private partnership around key projects to facilitate growth and development
- Best recruiting comes from success stories

clean source thing we need help. We should be taking that wood waste and burning it and creating our own fossil fuel and such. One of our competitors went out of business and we moved it back there. We could not have grown without such a county helping us. When we talk about public private partnerships that's what we need to have happen. We just talked about the stimulus dollars that are coming out of the country. We have a really cool co-generation project. Half of that money ended up right back in the County. We need to reduce energy consumption and create the level of attraction. There is stuff to market in this county but the county has got to attract jobs and retain jobs. You're most important customers are your existing customers. We're in this community because this is where we choose to be.

Roy—I see clean technology as offering huge potential for jobs. Natural resources, kitsap county produces second generation biofuels. Environmental education. Stimulus money. The reason we have carriers is to preserve our access to foreign energy. Clean tech is not just a set of services and goods but it's also processes.

Home builders are heavily marketing low impact development. We have the oldest built green program in the country. There is a long history here of looking at how to do something different and more environmentally sensitive. Home Builders Association. Leaders in low impact development. Built Green is the grass roots and doable by all – this could be built on.

Scott Ware--Are we putting too much emphasis on how to prove clean tech. We need to know who they are. I think it was Jeff who talked about permit requests that came in the county with companies he had never heard of that are in the clean tech sector. Do they have customers or can we help connect them to customer.

What about low tech? Reclaimed building materials. This path is a lot less competitive. If you can get cities and counties around pooling re-claimed goods it would be fabulous and ahead of the curve.

Pioneering local firms taking lead in sustainable approaches--Wastes create entrepreneurial opportunity, Waste to energy, Waste to product

Roy—The suggestion that local government could take the lead. There should continue to be an effort for development for an incubator mind set for companies that are trying to make a go in this sector.

Clif—We have to remember that business has to be good for both parties. This is a wonderful place to live. To attract businesses we should be a county that holds the businesses accountable that we will be green over here. It has to be in your best interests. Keep the bar high. Be a county that protects what we have that we value.

Strategy 1: Learn More About Local Businesses and Promote the Start-up and Recruitment Success Stories

The best recruitment is having success stories, we need some to be able to create an eco-system for a clean tech mind set. This would position Kitsap better in this competitive environment.

Raising awareness of local people as to the companies that are here, are here. Current focus is to categorize all local clean tech companies and identify them in tiers, manufacturing first, and contact them to find out what they need to be prosperous.

Strategy 2: Build Clean Industry Into the Regional Branding Efforts

It starts with the self awareness of what we do have before looking at what needs to be marketed. Clean tech fits ideally with a branded identity image for this area. We could attract businesses here with this branding identity in clean tech. In terms of branding, is this the place you can come to work and live? Stillwater, Pallitin, BGI – they’re doing these things, it’s about coalescing. Initiatives around green economy gives a window for putting forth many things that have always existed in Kitsap which could be highlighted.

Strategy 3: Create a Buy-Local Green Promotion Program

Ensure that the city governments are being proactive around green, but also around leveraging local green resources.

In the absence of having one place where green and sustainable education and a showcase exists it’s possible to package several who exist separately and market virtually into the local community

Agri-Business

PS—Arno, could you give us an overview of the Agri-business opportunities in the region?

Arno—Agri business- Things that have happened in the last few years is farms in Kitsap County have increased 15%. Quite honestly the infrastructure went away over last 40 years. Our ability to feed ourselves locally has been really impacted. There’s a lot of land not being used and hooking it up with people to use it to produce crops. We need more farms producing more food and we need to reach more consumers. We have two commercial kitchens. We need a lot more for food that is available year round. We need to think that through and develop some strategies for that.

Cary Bozeman—More fruit stands and farmers markets.

Arno—And utilizing the farmers markets we already have. They are excellent business incubators and don’t know if they would like to do direct marketing but we might need to look at some other models. Interested in what the farmers are doing.

I’m a member of the CSA.

Agri-Business Highlights

- Farms are up 15% More farmers markets per capita
- 1 winery a week in WA, 6 wineries in Bainbridge
- Direct farm jobs are small, but Agri tourism and suppliers in value chain are key economic development opportunities
- Buy local, more nutritious—trend with staying power
- Development, zoning, ect.— Preserving rural with a suburban mentality

We have these pea patches...there's not enough of them. This is an opportunity for people to get into that issue.

Arno—Promoting having your food travel less. In October there's going to be a green grocery event. They're trying to launch and we'll have something here in downtown Bremerton. Most of the food they bought came from a local source. Everything we eat now comes up in a truck.

We also have opportunities for aquaculture as opposed to agriculture? We have the largest fishery in the state. There are some regulatory issues here, but it is probably still work pursuing.

PS—What are the economic development opportunities here—these are often not large employment, large jobs as individual farms—how could we reap more benefit?

Arno--A new farmer is creating a job for themselves and that can contribute to the economy there. Instead of just classic farming there is a potential for having additional employees. I think there are people willing to feed themselves and families and neighbors but we're not going to attract multi-national agriculture companies to Kitsap County. Still there is a lot of potential and growth. Some farmers try it and figure out its a lot of work. We do holistic farm planting, where you're at, your life what your physical limitations are.

Strategy 1: Develop Even Stronger Connections to Local Farming and Internships

There are good opportunities for college internships, and one of the professors has expressed an interest. We should also educate military retirees about the opportunities—some of these are people who would be interested in going into business or supporting existing businesses.

Strategy 2: Work to Establish/Protect More Land For Agri-Business

Explore a development rights programs to encourage land grants to agri-business. Splitting land use between building development and agriculture. It's a way to deal with resistance to business development in small communities.

Strategy 3: Reap More Economic Development Through Agri-Tourism and Support Businesses

Agri-business should be worked more thoroughly into our tourism opportunities throughout the county, and as part of regional opportunities like the Farm tour.

There are lots of businesses that support wine growers, and we could promote more sifting of these processors, producers, and service firms to get more value out of the whole agri-business chain.

Fireside Chat with Bob Watt

Cary: What's your perspective on the economic future for the region?

Bob: WA State went into recession later than the rest of the country and will come out later as well. Housing prices are stabilizing but jobs are not returning in substantial numbers. 2013 before the state will pull out of the recession. The fundamentals are good and as long as we keep working on the future it will be bright.

Cary: The Boeing Story – where's that going.

Bob: It will be a miracle if Boeing doesn't diversify away from this area. The U.S.'s largest exporter has most of its production in two locations (Renton and Everett), anything that happens at those two locations would significantly impact the business. Add difficult relations with Mechanics Union and the cost of doing business in WA is expensive from an unemployment and workman's comp perspective. What could change that is if the company and machinist union come to an entirely different position it would. Moses Lake?

Cary: Did diversification conversation start when corporate moved to Chicago.

Bob: Actually a study by McKinsey said large international corps. That are successful when the corporate office is located away from the main points of manufacture to keep emotionality out of it. But the conversation re: risk management was happening before that.

Cary: As deputy mayor of Seattle under Norm Rice – what role did you play in bringing companies to Seattle and how did you coordinate with others who also had your same role.

Bob: There are precious few tools in this state to do E.D. as it is done in other places. Our constitution keeps counties and municipalities out of being able to put money into private business. The fact that cities are increasingly in that business is with the recognition that several groups need to work together for E.D. In Seattle there is an office of E.D. in the city and there has been good projects that have come out of that – recruiting World Vision to Federal Way (Int'l non-profit), American Presidents Line to terminal 5 in Seattle was another project. Cultural/Arts and retail strategy for downtown rested on parking. I worked on behalf of private business while in my role as deputy mayor. Having people on the city team, the EDC team and the port team working together make it happen.

Cary: Usually city bureaucrats stay in the city without private sector experience. Good for representatives in city have outside private sector business experience.

Cary: Fragmentation of Kitsap – competing municipalities. How do you break down fragmentation?

Bob: What it takes is working together. When no one has enough money to do the job in this economy there couldn't be a better time to combine resources to move things forward. In addition, as pointed out in the tourism conversation, a branding for this region (not simple, really have to stare ourselves in our hearts and minds) what do you care about and how to talk to others about it. A solid strategy is essential so that all the sectors can rally around. Consistent, persistent, long term. You have to say it over and over and over and that takes team work.

Cary: How did it work in Seattle to brand it? What were the elements essential to your story?

Bob: IT's really difficult to brand a community like Seattle. Because there are fewer of you in leadership positions in this community it is much more possible. Whether they arrive on a ferry a branding exercise will be a good thing for this region.

Cary: Speaking of branding and the reason people move to communities how important is this quality of life issue in bringing business? Seattle is seen as one of the best places in the world to live.

Bob: I think it's very important and likely to be even more important over the next 60 years. There's going to be big changes as a result of the planetary warning, in Washington state we're going to enjoy a better overall climate than we have enjoyed. People want to live places where there's great outdoor opportunities, good public education, decent transportation. Not a region on this planet that isn't struggling to meet it's needs in transportation. This region has an awful lot of those things that people want. When you know because of the bandwidth of things out there.

Cary: How does Seattle view Kitsap County? Do they talk about us?

Bob: Some of the Seattle business people think of Kitsap county they think of military. Blue collar, cheaper housing, downtown Bremerton that's now coming back a little. A former mayor of Bremerton that has strong opinions of Seattle waterfront

Cary: Why hasn't Seattle spent more time and energy on the waterfront issue?

Bob: The port has been active, the city has been active, the beachfront that's attached to the sculpture gardens part is a part of that idea for people to reconnect with those people. The big thing is that viaduct. Hopefully we're moving towards getting rid of the viaduct. You guys have made a dramatic change in the whole presentation and it's a wonderful example of what a community can do.

Cary: Public schools. People were migrating out of Seattle public school system into Bellevue public school system. Seattle is losing students out of their school system. What can be done about that and how important is it to that community?

Bob: I think the Seattle school district grew this year. Public schools in American cities are a giant challenge. You have to toss race and class into on top of that. I would submit to you that keeping the public schools strong is absolutely going to be part of moving your future forward. Betty Hyde's work in connecting the early learning communities to the school system. 50% of the children that show up to kindergarten. However, if we get early learning right in this state. Tremendous support for young families. Bringing kids into the school system ready to do. If you've got early learning really right it would change the way people look at this region from all over the planet.

Cary: Is it possible to bring a group of people like this together and put aside their own independent needs and do something collaboratively that would have more impact and would support all of us in one way or is that wishful thinking?

Bob: When people are willing to set some higher level goals for themselves based on deep conversation and the right people are in the room and that means being inclusive in the beginning, almost anything is possible. Persistence almost always wins out. Everyone needs feedback and it's making a difference. Celebrating and rewarding success as we go. Of course it's possible but is it hard sure. This is the right time to do something like this.

Bill: You convened to do this kind of an effort. Can you talk about how you checked in with each other and the frequency of that?

Bob: The chambers in Washington state are potentially a very potent team who underperform because of not enough teamwork at high enough levels. I did manage to collocate the EVC and the chamber into one facility. The reason I try to bring people together is I really believe in my heart of heart, if you do that good things happen. One of the very first things that got done was finally the passage of the light rail build in king county. Sometimes when you need the voters, the question that you ask them is all that really matters. In the case of the light rail we asked people when we get started not where we should put it.

Cary: The essence was to bring all the jurisdiction issues, everyone has bond issues, limited amount of money. What if we all came together and agreed we would prioritize the regions needs and rank them as a region.

Bob: That felt to many people as indeed other jurisdiction was going to get to tell local jurisdictions what to do. Sometimes it's better not to box people in on things like that. IT's better to bring them along through collaborative conversations. Nobody gets to tell anybody what to do.

Cary: We were talking about the lack of venture capital and banks financing start ups and how our financial markets are pretty fragmented how did you deal with that in Seattle?

Bob: One of the things we did was form the technology alliance on how do we stimulate more technology business in the region. The TA formed an angel alliance of angel investors who are willing to make modest but significant sums of investment dollars available. It's quite remarkable to get the right people together to decide what to invest in local start ups. Other groups like that exist (e.g. Zino society)

Cary: What is the value of a city club?

Bob: Threads that hold people together in ways they find meaningful to themselves. You might be the customers of a city club. If that's of value to the community then that has a level of threads that helps when it comes to the tough issues. The stronger the relationships before you hit a problem the more likely you are to hold together when you hit bigger problems. Having strong connections with those in Kitsap county

Keys to Economic Vitality

What does it look like to get some of these sectors more successful. Specifically, what kinds of strategies will we need to pursue to start-up, attract, and retain and grown businesses here that will employ people in Kitsap County?

There are a significant number of strategies that would improve our ability to start-up, attract and retain and grow local companies—a stickie brainstorm exercise captured these, which were then organized and discussed in the full group.

Start Up

Specific Opportunity Areas for Startups Highlighted:

Cleantech, digital health records training, telehealth, aerospace defense contractors

Categories	Examples Mentioned on Stickies
Markets	Buy local Know who they are and do business with them
People Resources	Create an environment that is attractive to young professionals
Skills & Capabilities	Access to strong support group to move past barriers “one stop” business center w/ answers, mentors, and assistance for all Education about available resources Access to training Start-up classes More solid funding for small business advisors Incubator programs, no a building
Aid with Government Processes	Incentives from local government-- Community Empowerment Zones – fast track permitting. Single point of serve (e.g. licensing, permitting)
Access to Financial Resources	Funding/financing Venture capital Financing network 501c3 to apply for grants Public private lending partnerships/revolving loan fund Provide funding from one-stop shop—angels, grants, capital financing investor groups for high tech
Physical space	Negotiate affordable rent/lease Incubator Sector-specific incubators Provide ready built facilities for new companies and start-ups
Suppliers	Neighborhood based office supply/copy center store collaboration
Promotion	Track business performance and promote successes

Further Discussion Points:

A social network for smart folks and getting funding were two big elements. How do we get more access to dollars and ideas and hand holding in the process of development? At the same time we want to be cautious and not create too much life support that keeps sub performers around longer than they should. The best thing you we can do is help people meet the right people up front who can help them get access to more business opportunity. If anyone in this room can help them, be a personal support person for them. It’s important to understand that retaining the mom and pop businesses is different to maintain those that are emerging growth. How many home based businesses? Investing time and energy into home based businesses. But probably should also make sure that as emerging growth companies come into being,

Retain and Grow

Specific Retain and Grow Opportunities Highlighted:

Military subcontractors, agricultural products & sales outlets (including farmers markets)

Categories	Examples Mentioned on Stickies
Tracking and Reporting	Business statistics (feedback) Show appreciation for businesses Promote growth success stories Regular meetings with local business people to ask “what issues are you having, and how can we help?”
Market access	Buy local/ Implement buy local provision/shop local Driving revenue to local business (vendor opps, b2b, etc.) Foster a “local First” business environment Expand client base Marketing
Business Counseling & Related resources	Visible support network—KEDA, SCOR, SBDG, etc. Training/support for small business owners Create an “incubator mindset” that is community-based and targeted KEDA, Tech assn, Angel network and Kitsap chamber in one location Provide small business support C level executive coaching One large, majorly powerful chamber of commerce—not 7 small, ineffective ones
Infrastructure	Increase parking capacity downtown Bremerton Ensure infrastructure stability & growth Ferries, fast ferries, passenger-only ferries Improved transit system Infrastructure development AND maintenance
Access to capital	Financing/funding cheaply/Financial aid or infusion Venture capital for expansion/Venture/angle funds Financing network Access to credit
Incentives	Tax incentives for big or small corporations

Categories	Examples Mentioned on Stickies
Permitting and zoning	Predictable timelines posted (on-line & print) for permitting Faster building permit process Accelerated permitting processes Deliberate protection of property currently in use in commerce from residential encroachment
Workforce & Education	Competitive wage, more private-sector, white-collar jobs Training and higher ed opportunities University Center Educated work force Hightech/clean tech industry skills panel Skilled workforce
Quality of Life	Create family friendly community (i.e. expand YMCA, Boys & Girls, early learning initiatives)

Further Discussion Points:

Similar to start-ups on the support side. Training and support for small business owners. Put organizations in this business in a single location. Aggregating support. Emphasis on buy local – how do we get more of our dollars to stay here? Financing networks and V.C. was another theme. Why are they not close to those resources? Faster permitting processes – is this the biggest problem for firms trying to grow here? Educating the skilled workforce. It is difficult to recruit, not retain, people here. Raise people’s awareness if you’re doing a national search. We talked about bringing and recruiting new jobs. Succession leadership planning. Talent is key—how do we build it, sustain it, harness it. Recruiting people into the leadership is key. Our recruitments for senior leadership positions become national because we have no other choice. The value of finding ways to get people here. Transportation related concerns inside and between communities. Creating family friendly communities. Are you in a place to grow with them? How easy or hard it is to get things done, is it easy to work with the city and the county.

Attract

Specific Attraction Opportunities Highlighted:

Clusters, encourage film/TV industry with location, aerospace suppliers to Bremerton national airport establish and grow relationship with military, business that attracted to navy presence, tourism/quality of life

Categories	Examples Mentioned on Stickies
Sales & Outreach	Coordinated response to interest (KEDA) Unified business team “SWAT” to work on the company’s needs Aggressive recruitment by city/county officials
Financing	Revolving loan fund Venture/angel funds Working capital financing Financing network
Transportation	Passenger only ferries

Categories	Examples Mentioned on Stickies
Access	Improve ferry system Fast ferries—local small business access to Seattle Kenmore air in one or more ports as designated station
Cultural— Quality of Life	More cultural arts & activities Promote outdoor & cultural events Better life style, better cultural opportunities Create family-friendly community (expand YMCA, boys& Girls, early learning initiatives) More amenities for leisure & hospitality, hospitals, churches Beautiful place to live Promote all of the leisure & recreation opportunities in the region Active adult community Provide more healthy life style option Downtown Bremerton Revitalization
Human Resources	Good labor pool Provide a higher level of entry level employees
Education	University Center Improve schools/promote the school system Good schools with good curriculum Good public and private schools 4 year university Improve/expand education system
Housing	(mostly) affordable housing
Business Climate	Business friendly environment—permits, capital, infrastructure Realistic permit processing times for commercial land uses Simplify permitting process in building Predictable (written) permitting timeline Land use codes focused on getting to “yes” Fast permitting and a “can do” attitude from govt—how we “can”—not why we can’t—needs to be driven from the top! Big tax incentives
Marketing	County-wide marketing strategy--Become ONE Kitsap Market reasonable housing costs, lack of traffic Have representative from city or county meeting and greet new businesses Market the unique personality and culture of Kitsap Major marketing campaign to brand Kitsap County Create success stories that can be shared with the outside world Sustainable showcase Center

Further Discussion Points:

Fast permitting is key for large opportunities—some of our referrals are lost from this. Can local companies get access to demand from here--making sure companies can have access to the market. Can they get the workforce? How do we provide a higher level of entry level positions? How do we market the quality of life value? Marketing was a big category here. Creating success stories that can be marketed to the outside world. How do we create coordination across region? Financing – tax incentives – schools – fast ferry – affordable, attractive housing. Not just where you put your business here, it’s what their people will do when they live here. Tele-working is an aspect to this. We can’t brand what we don’t have and we have to brand to our strengths.

Strategies for Moving Forward

What are the assets that we already have that we could do a better job getting more economic development value from? What areas might we want to enhance in our region going forward?

From the broader list of potential strategies, we further narrowed it through discussion into a number of strategies that either leverage our current assets or build more assets that members in the room had the most passion towards. After discussion, we each had three votes to identify those that we thought would have the best near-term impact, which will be addressed in the next section.

Leveraging our Current Assets

Brand to Our Strengths (16 votes)

Tourism -Tournaments, Conventions and Conferences currently. Looking at what has been and so what can be marketed. It's a matter of money but collaboratively pooling money for it. Do research on Ferry to see who is coming and going for what work (commuters). 5,000 commuters to B.I. each day.

Increase Business Traffic to Existing Businesses (5 votes)

Do we have a buy local program? Yes, it's in its infancy and needs to be constantly promoted. They are generally successful, but the government procurement policies are problematic. Bigger opportunity here is to develop more targeted value chain opportunities—Defense subcontractors, healthcare opportunity, food agri-business system, etc.

Coordinate our Support for Businesses (9 votes)

Consolidation, coordinated services, sustainable funding, increasing return on investment (ROI). Funding issues for non-profits is at the base of lack of coordinated support for business (according to Kathy from KEDA). Consolidation is a good way to help here. Whatever the model has been for these non-profits isn't working in terms of ROI. Is it working in terms of producing results? Counterpoint-- These organizations need to be able to demonstrate their effectiveness. To do this they need to get to critical mass, which takes funding. Chicken & egg.

Know Ourselves (4 votes)

We need to understand better our employment base (cleantech, defense, small businesses, etc.) , our capacities (commercial real estate, current housing stock, tournament/sport resources, etc.), and our demographics (ages, retention of different demographic segments, etc.) We are already doing some mapping of industries – doing one in clean tech. KEDA also doing military contract awards. Identifying all the

tournaments currently has. In looking at targeting specific segments – younger people who buy the cheapest on line. What do we have?

Coordinate our Initiatives (21 votes)

Clear leads, common support, city-wide education and coordination on issues now and emerging. Until there is a leadership structure to take these things forward while being able to reduce the sense of competition. Support for KEDA needs to be there to help oversee that. Two models, collaboration or agency. Regardless it takes clear leads. Also important not to lose sight to higher level players who are looking at emerging trends. Again, coordinating initiatives is key or this is all just talk (again).

Building More Assets for the Future

Build stronger, clearer sector strategies & execution plans (10 votes)

Cleantech—post SEED incubator programs & initiatives , SKIA—manufacturing and production strategy, etc.

Enhance education system (16 votes)

Targeted education for specific workforce needs, Targeted education opportunities to improve infrastructure and build center of excellence, improve life-long learning to increase quality of life and make region more attractive. Early learning, primary and secondary as well as work force. Lifelong learning – becoming a center for excellence for some type of training. This is not only to attract certain segments as well as regional focus.

Build a Stronger Base of Financial Resources (10 votes)

Explore \$\$ opportunities in loans, grants, public/private partnerships to build stronger financial base

Faster ferry, stronger transport solutions (9 votes)

Faster, effective permitting and zoning (2 votes)

Innovation Accelerators (1 vote)

Build/Enhance Housing Stock

HUD section 8 housing – federal/private partnerships

Key Initiatives, Deliverables and Immediate Next Steps

Of all of these potential strategies, what are the near-term initiatives where it is desirable and possible to show progress on in the next 3-6 months? Ultimately do you invest in what you want to enhance or do you spend your time on harnessing value from what we have? What will be the biggest contributors to bringing jobs here?

Five initiatives were chosen that would cut across all of the sector opportunities and move things further:

1. Launching a successful marketing & outreach campaign
2. Crafting sector-specific strategies and initiatives
3. Enhancing our workforce specific and P-12 education opportunities
4. Optimizing our business development delivery services
5. Building a stronger foundation to coordinate these and other initiatives going forward

Marketing

Leads: Cary/Bill

Deliverables: A live, work, play campaign to establish a Kitsap County brand that develops outside interest in moving here and/or establishing businesses here.

Steps:

1. Establish a SWAT team
2. Set up short-term program plan & review materials generated to date
3. Promote opportunity and raise funds \$ 5K apiece for \$ 25
4. Issue RFP and Retain professional help
5. Package and sell the community

Sector Strategies

Leads: Scott/Becky

Deliverables: Clear Sector Strategies—what we have, what’s possible, what we need

Steps:

1. Assess where the strategies are now—existing initiatives and pieces of strategy
2. Scope the project
3. Do research on companies in the sector
4. Refine the sector definitions and conduct further research
5. Identify overall strategy for the sectors and key initiatives
6. Establish leadership, scope and metrics for success to take the sector strategies forward

Education Capacity in the Region

Leads: Rick/Arno/Wendy

Deliverables: Capture short-term targeted opportunities around Olympic College opportunity and over time provide workforce support for sector strategies, strong P- 20 programs, and improved branding message around education strengths.

Steps:

1. Expand and formalize the Olympic College/Navy Coalition and coordinate outreach/lobbying (rick/Arno/Wendy)
2. Assessment/communication of current P – 20 Programs
3. Build messaging to be included in branding exercise
4. Identify necessary changes and business cases for new initiatives (e.g. opportunities to enhance math & technology support)

Business Development Resources

Leads: Kathy/Tim

Deliverables: Optimization of Business Development Service Delivery

Steps:

1. Share business development consortium brochure and invite feedback.
2. Revamp list of service agencies to include private sector/others
3. Explore consolidation of particular groups
4. Develop potential around revolving loan fund, other sources of sustainable funding, and new models
5. Develop new descriptions of revised service offerings/organizations
6. Diagnose issues
7. Implement promotion/coordination campaign

Initiative Coordination

Leads: Bill/Scott

Deliverable: Provide oversight, communication and ongoing performance tracking for each of the current initiatives to ensure more effective performance on these and future initiatives.

Steps:

1. Provide information on historic and current progress on work related to each of these initiatives
2. Confirm project scopes, people, roles for each initiative
3. Establish communication/reporting expectations & tools
4. Clarify/confirm/individual commitments
5. Share initial/final budgets and work plans to help carry stuff forward

Keys to Successful Implementation of the Initiatives

- We have to have a vision for where you want to get to and have the passion and willingness. Have some strategies for how you're going to move it forward.
- It is clear that there are opportunities in specific sectors that we could and should be doing, and I'm hoping the sector strategies make those even more clear quickly
- Much of this feels as an extension of Kitsap 20/20 and some of those issues started there—how can we learn from what went well out of those efforts and where things have fallen off to improve our successful implementation?
- We've had a good time here, we like the initiatives and we need to keep them moving forward. Good for KEDA to be at the helm but we all have to do it.
- It's all still pretty heady – we need more concrete specific steps.
- How do we keep the momentum going? Can we count on real leadership on these initiatives? We would feel better if someone's name was written down next to each initiative. Someone has to be in charge of each committee. (Cary—I'm committed to being on marketing campaign and moving that forward.)
- These initiatives need to be clearly tied to resources—we should get back together after the first of the year to show how resource spend (budgets) are in place to support this.
- Build from KEDA's research already done in some of these areas, but incorporate more of the private sector in these new efforts
- We need top level creative people bringing in ideas and hiring professional help with this project (marketing). Let the RFP bring the people together.
- The SWAT team approach is needed at this time, not just talk and no results.
- Knowing who else needs to be in on this aside from the people in the room.

Appendix A: Registration List

Kitsap Economic Vitality Summit—Registration List		
Bainbridge Island Chamber of Commerce	Kevin Dwyer	Executive Director
Bremerton Housing Authority	Kurt Wiest	Executive Director
City of Bremerton	Will Maupin	Council Member
	Patty Lent	Mayoral Candidate
	Andy Parks	Finance Director
	Roy Runyon	Councilman
	Marie Vila	Block Grant Administrator
City of Port Orchard	James R. Weaver	Development Director
	Lary Coppola	Mayor
Clearwater Casino Resort	Lisa Adair	Director of Sales
Emmanuel Epistolic Church	Morgan Powell	Executive Director
Employment Security Department	Peggy Barnett	ESD Business Services
ESD / LMEA	Tess Camilon	Economist
Evergreen Business Capital	Kerry Keely	
Harrison Medical Center	Scott W. Bosch	President & CEO
	Tom Kruse	VP Strategy & Business Development
Home Builders Association of Kitsap County	Teresa Osinski	Government Affairs Director
Jay Inslee's Office	Mendy Droke	Special assistant for Kitsap County
Kingston Chamber of Commerce	Linda Fyfe	Executive Director
Kitsap County	Charlotte Garrido	County Commissioner
Kitsap County Community Development	Jeff Rowe-Hornbaker	Assistant Director
Kitsap County Dept. of Administration	Bonnie Tufts	Block Grant Program Manager
	Shannon Bauman	Block Grant Planner
Kitsap Credit Union	Elliot Gregg	CEO
Kitsap Economic Development Alliance	Bill Stewart	Executive Director
	Kathy Cocus	Business Development Director
	Becky Newton	Manager Research & Communications
Kitsap Mental Health Services	Joe Roszak	Executive Director
Kitsap Peninsula Visitor & Convention Bureau	Tracy Zhu	Information/Visitor Relations Manager
Kitsap Peninsula Visitor & Convention Bureau	Patty Graf-Hoke	Executive General Manager
Kitsap PUD	Jim Boldt	Manager: Communications
Kitsap Regional Coordinating Council	Mary McClure	Executive Director
Kitsap Regional Library	Peggy Branaman	Reference Librarian
Kitsap Sun	Rachel Pritchett	Reporter
KPS Health Plans	Debbie Laudenslager	HR Director
NextGen Today	P.S. Reilly	President
	Stacie Swicord	Event Support
North Mason Chamber	Frank Kenny	President/CEO

Kitsap Economic Vitality Summit—Registration List

Olympic College	Amy Hatfield	Dean for Workforce Development & Basic Studies
	Teresa McDermott	Director Worker Retraining & Work-Integrated Learning
	Cindy Wyman	Director, Program Development & Outreach
	David Mitchell	President
	Wendy Miles	Director of Military and Continuing Education
Olympic Property Group	Jon Rose	President
Olympic Workforce Development Council	Jim McKenna	Business Services Manager
Overton & Associates	David Overton	Managing Partner
Parametrix	Brian Bunker	Principal
Parfitt Way Mgmt Corp	Jeffrey Waite	
Peninsula Services	Holly James	Business Development Consultant
Pope Resources/Olympic Resource Management	Kevin Bates	Director Timberland Investment Management
Port of Bremerton	Cary Bozeman	CEO
	Bill Mahan	Commissioner
	Tim Thomson	Director of Real Estate & Industrial Park Development
	Scott Ware	Director of Communications
Puget Sound Energy	Linda Streissguth	Local Gov. & Comm. Relations Manager
Puget Sound Naval Shipyard - IMF	Richard L. Tift	Executive Director
Rice Fergus Miller	Steve Rice	Partner
	Greg Belding	Principal
Seattle Rotary Club	Bob Watt	Civic Volunteer (Speaker)
	Juanita L. Watt	Wedding Planner
Suquamish Clearwater Casino & Resort	Sam Askew	Hotel Director
The Carol Arends Campaign	Jack Arends	Manager
US Senator Patty Murray	Kristine Reeves	Director, Kitsap & Olympic Peninsula
WA State Department of Commerce	Lynn Longan	Regional Manager
Washington CASH	Stuart Walton	Kitsap Business Specialist
Washington State PTAC	Mary Jo Juarez	Procurement Advisor
Washington State University	Arno Bergstrom	County Director
Watson Furniture Group	Clif Mckenzie	Co - Owner and President (Speaker)
West Sound Technology Association	Doña L. Keating	President
	Charles Keating	VP/Treasurer
Windermere Commercial	Joe Michelsen	Commercial RE Broker