

**Kittitas County
Distressed County Sales and Use Tax Grant Application,
Guidelines & Instructions for
Economic Development Office Personnel**

RECEIVED
MAY 31 2013
KITTITAS COUNTY
DEPT OF PUBLIC WORKS



Deadline:

Return completed application by 5:00 PM, May 31, 2013

Return To:

Kittitas County Department of Public Works
411 North Ruby Street, Suite #1
Ellensburg, Washington 98926

Section 1 – Sales and Use Tax Funds

Current Washington State law authorizes the legislative authority of a rural county to impose a sales and use tax in accordance with the terms of chapter 82, Revised Code of Washington (RCW). In Kittitas County, according to RCW 82.14.370, the rate of the tax shall not exceed .09 percent of the selling price in the case of a sales tax or the value of the article used in the case of a use tax. The tax imposed is deducted from the amount of tax otherwise required to be collected or paid over to the department of revenue under chapter 82.08 or 82.12 RCW.

Kittitas County has authorized this tax and compiles the funds annually for distribution throughout the county to qualifying organizations in the form of reimbursable grants. Most applications are considered during an annual grant application process. In some cases, applications may be considered outside of the regularly-scheduled annual process.

For consideration during the annual grant process, applications must be completed in full and submitted by the 5:00 PM due date on the application materials to the Department of Public Works. Incomplete and/or late applications will not be considered. Applications may not be changed or amended by the applicant after the deadline for submission.

Permissible Uses According to Law

Funds awarded as reimbursable grants under this process may be used for the following:

1. To finance public facilities serving economic development purposes.
2. To finance personnel in economic development offices.

According to RCW 82.14.370, in order to qualify for financing the public facility must be listed as an item in the officially adopted county overall economic development plan, or the economic development section of the county's comprehensive plan, or the comprehensive plan of a city or town located within the county.

“Public facilities” means bridges, roads, domestic and industrial water facilities, sanitary sewer facilities, earth stabilization, storm sewer facilities, railroad, electricity, natural gas, buildings, structures, telecommunications infrastructure, and port facilities in the state of Washington.

“Economic development purposes” means those purposes which facilitate the creation or retention of businesses and jobs in a county.

“Economic development office” means an office of a county, port districts, or an associate development organization as defined in RCW 43.330.010 which promotes economic development purposes within the county.

Funds Availability

All funds awarded under this program will be available in the form of reimbursable grants. The funds will be available for reimbursement beginning January 1st of the calendar year following the award notification, unless otherwise allowed by the Kittitas County Board of Commissioners.

Kittitas County recognizes that some projects may be large and complex, requiring multiple funding sources and years to complete. In that regard, awarded funds will remain available for reimbursement for a period of five years following the award notification. Any unexpended funds will be returned to the Distressed County Sales and Use Tax Grant Fund and made available for future applications. Formal requests for extension of the five-year deadline for reimbursement may be made in writing to the Kittitas County Board of Commissioners (BOCC). The BOCC has final say on all extension requests.

All reimbursement requests must be submitted to the Kittitas County Department of Public Works for payment.

Review Process

The county is required to consult with all cities, towns, and port districts located within the county and the associate development organization serving the county to ensure that any expenditures of these funds meets the goals of chapter 130, Laws of 2004 and the requirements of RCW 82.14.370. To comply with this requirement, the county will seek the assistance of the Council of Governments (COG). The COG is comprised of two representatives from each municipality within Kittitas County, including Roslyn, South Cle Elum, Cle Elum, Ellensburg, Kittitas, and Kittitas County.

The Council of Governments (COG) will review all applications and score them based on the information provided by the applicant and the Project Rating Criteria as presented in the application. The COG will then make funding recommendations to the Kittitas County BOCC.

All applicants will be notified as to the date and time of review of their application by the COG. All applicants will be given the opportunity to present their application to the COG and answer questions.

The BOCC will consider recommendations for grant awards by the COG at a later date. The BOCC will make all grant awards. The decision of the BOCC is considered final.

Section 2 – Application Instructions

Grant applicants shall follow the instructions below in preparing their proposal.

- Complete the supplied application forms using a computer. No hand written forms.
- Do not use graphics or formatting embellishments beyond those within the application.
- Answer each question and sub-question individually in each section.
- Leave in the question and directions. This way we will be sure of the question you are answering, and it will also facilitate easy review for the Council of Governments (COG).
- Use single spaced 12 point Times New Roman or similar font.
- Make certain you are answering the questions. For instance, if the question asks “how,” please answer how, not whether or when.

Please also include the following:

- A detailed 8 ½” x 11” vicinity map that clearly shows the project.
- A signature from the local/regional economic development organization supporting the project.
- Any other information pertinent to the application you would like the COG to consider.

Applications are due by 5:00 PM, May 31, 2013 at the Kittitas County Department of Public Works Office. You will be notified that your application has been received and accepted by the COG.

Kittitas County Department of Public Works
Distressed County Sales and Use Tax Grant Fund
411 North Ruby Street, Suite 1
Ellensburg, WA 98926

Please submit 1 original and 12 copies of the entire application (13 total).

Note: Incomplete applications will be rejected.

Question Instructions

Applicant Information (page 1 of the application): Please fill in all areas completely. The applicant is the agency requesting funding. The contact name will be considered the leader of the project for the applicant agency. The contact should also be the individual who will present the project and will be available for questions from the COG.

Applicant Thresholds (page 1 of the application): Your project must meet each of these requirements to be considered. Please check each box and include the necessary documentation with your application. If your project does not meet all of the listed requirements and/or your application does not include the necessary documentation to support your claims, it will not be considered for funding.

Project Budget (page 2 of the application): The top line (Distressed County Funds Requested) is to list how much funding you are asking the COG to consider awarding your project.

The following lines are for other funding sources you have secured or for which you have applied. Again, please be as accurate as possible and fill in the final column for each signifying the status of the funding source (whether or not the funding has been secured). Make sure to include documentation that funds have been applied for and/or awarded (grant applications, award letters, legislative resolutions, etc.).

The “Project Total” line is for the total cost of the project the application represents. The sum of all the funding sources lines should accurately add to the figure listed here.

Distressed County Fund Matching Ratio (page 2 of the application): This line is to show what percentage of the total project budget the applicant is providing in local funding. For instance, if the total project budget is \$100,000 and the application is for \$50,000 with combined other funding sources of another \$50,000 and the local funding source component is \$20,000, the Ratio would be 20%.

A simple equation to answer this question from the Project Budget is:

$$\frac{(\text{Local Government} + \text{Other (if a local funding source)})}{\text{Project Total}} = \text{Distressed County Fund Matching Ratio (converted to a percentage)}$$

Project Narrative (starts on page 3 of the application): Please answer each question and sub-question completely. Incomplete applications will not be considered for funding. You may attach additional information necessary to answer the questions as needed.

DISTRESSED COUNTY SALES AND USE TAX APPLICATION FOR ECONOMIC DEVELOPMENT OFFICE PERSONNEL

The Distressed County Sales and Use Tax supports improvements to infrastructure systems that foster economic development in Kittitas County as well as providing funding for personnel in economic development offices. The goal is to create economic opportunity through local investment.

APPLICANT INFORMATION

Applicant:	Kittitas County Chamber of Commerce		
Contact Name:	Ron Cridlebaugh		
Address:	609 N. Main St.		
Address:			
City:	Ellensburg	WA Zip:	WA 98926
Telephone:	509-925-2002	FAX:	509-962-6148
E-mail Address:	ron@kittitascountychamber.com		
Office Location:	Ellensburg	Jurisdiction Population:	41,500
Funds Request:	Staffing for our economic development department to offer assistance to start-up, existing or expanding businesses and for business recruitment or relocation to Kittitas County.		

APPLICATION THRESHOLDS

Applicant Requirement:

Check-off:

- ✓ 1. The request is to provide funding for personnel in an economic development office in Kittitas County.
- ✓ 2. Distressed County funds are not being substituted for other funds that are already secured.
- ✓ 3. Applicant has submitted only one application this round.
- ✓ 4. The local/regional economic development organization has been informed of this request.

Proposed Budget:

Funding Sources	Amounts	Funding Secured?
Distressed County Funds Request:	\$60,000	yes / no
*Other Funding Sources:		
Federal (list sources): _____	_____	yes / no

State (list sources): <u>WA State</u> <u>Dept. of Commerce</u>	\$44,664	yes
Local Government (list sources): County Lodging Tax, Cle Elum Lodging Tax Ellensburg Lodging Tax, Ellensburg Business Development Authority Note: This includes pass through funding for tourism promotion.	\$487,439	yes
Other (list sources): Member Dues Program sales and events	\$500,300	yes
Project Total:	\$1,092,403	

****Distressed County Fund Matching Ratio: 94.8%**

**Note: You must include documentation for all other funding sources listed (i.e. grant requests, award letter notifications, legislative resolutions, etc.).*

***Note: Your Distressed County Fund matching ratio must be at least or greater than 13.5% in order to qualify for funding consideration. The COG will not consider any requests which do not provide at least 13.5% matching funds from a local source.*

PROJECT NARRATIVE

- 1. Request Description: Please describe the work this position will perform. Include a job description and any other pertinent information.**

These funds will be used to help cover staffing for the Kittitas County Chamber of Commerce Economic Development Department. The core functions of the department are to provide assistance to businesses that are looking to locate within the county, to provide assistance to those businesses already doing business in the county, and to assist individuals who are looking to start a new business. The department also tracks and maintains information pertinent to the business community such as incentives, grants and demographics. The Chamber utilizes several different staff to accomplish this.

- 2. Is this a new position for your organization? If so, please describe why this position is needed. If not, why is it a necessary for this fund to continue to support this position?**

These are existing positions.

The Kittitas County Chamber is the only county-wide organization offering businesses technical assistance, assistance with site selection as well as business start-up assistance. Since the Chamber is the County's Associate Development Organization we maintain an inventory of business resources, track incentives, make business referrals to the State and Federal Departments of Commerce as well as keeping an inventory of available commercial, industrial and retail sites. We regularly conduct one on one business interviews with businesses from around the county in order to uncover barriers that inhibit economic vitality.

- 3. Will your organization be capable of supporting this position in the future without support from this fund? Please describe your plan and include target dates for implementation and completion. If no plan is currently in place and/or no plans are being made, please explain why.**

No the Kittitas County Chamber of Commerce cannot continue to support its current efforts of business recruitment, retention and assistance without these funds. The Washington State Legislature realized this and provided a provision in RCW 82.14.370 section 3 c (iii) to fund an "economic development office". The legislature also recognized the importance of consulting with a local authority on economic development in making the decisions for use of these funds in RCW 82.14.370 section 3 b "In implementing this section, the county shall consult with cities, towns, and port districts located within the county and the associate development organization serving the county to ensure that the expenditure meets the goals of chapter 130, Laws of 2004 and the requirements of (a) of this subsection."

Over the past biennium we have seen continued cut backs in both State and Federal funding for economic development. During this time the Center for Economic Development was eliminated along with all of our regional representatives from the Dept. of Commerce. Even as these resources for research and support were being eliminated from the State budget our local business community needed the same if not more assistance from our economic development office just to survive. At the Federal level the SBDC office only has one office to serve three counties. This year we continued to develop a relationship with the Yakima County Economic Development Association to eliminate areas of overlap on regional issues that will strengthen businesses throughout Kittitas County. By creating more efficiencies and looking regionally where it makes sense we are able to provide a greater level of service to our business community without causing them an undue burden.

- 4. Will this position serve the needs and/or interests of multiple jurisdictions and/or organizations? Please explain in detail.**

Yes we work throughout all of Kittitas County and with all of the municipalities. Last year we provided assistance to 14 businesses that were looking to locate somewhere in Eastern Washington and conducted 5

site visits. Of these, 3 businesses located in Kittitas County. Through our business retention and start-up efforts we provided assistance to 64 existing businesses and 67 start-ups which resulted in retaining 7 existing businesses, helping 5 to expand and 7 new businesses to open their doors. The end result was the retention and creation of 69 jobs in the county which has a total population of only 41,000. Through conducting one on one business interviews and hosting industry round tables we have been able to indentify some of the issues facing our businesses and convey them with the appropriate city, county or state entity. We are also working with private businesses, the Ellensburg Downtown Association and the Ellensburg Business Development Authority teaching the 12 week SBA NxLevel Entrepreneurial Course as well as hosting SCORE workshops for businesses in their beginning years.

5. What goals and deliverables have you set for this position? How will you measure success?

The goals for our department are attached. Our success will be measured by the completion of our required outputs.

6. Indicate if the proposed position is consistent with the following applicable state, regional and local plans and priorities for economic development. Please include the pertinent sections of the respective plan(s) as justification. Please explain in detail how this position is compatible with the plan(s):

- ☒ **Overall Economic Development Plan**
- ☐ **Community Action Plan (or other community-based plan)**
- ☐ **Other _____**

7. How will this position meet the economic development goals of the County and region?

The staff members supported by this funding will work on the implementation of the Kittitas County Chamber's comprehensive economic development strategy (CEDS) which has been adopted by reference in the County's Comprehensive Plan. It has also been commented on and endorsed by Incorporated Cities within Kittitas County during the community involvement phase of the CEDS.

8. Describe any research your organization has conducted which shows the need for this position. Please include the data upon which your claims are based for our review.

A 2009 analysis prepared by T.I.P. Strategies of Austin, Texas concluded that successful economic development efforts in the county would require double the current staffing, or 4 full-time positions. If anything that need is even greater today. Business assistance at the local level has always been critical, which is why the State Department of Commerce established the ADO designation and the Federal Economic Development Administration formed Economic Development Districts. The most effective form of business assistance comes from local sources that understand the business environment and know the local development and business regulations.

Submit the original application to:

**Kittitas County Department of Public Works
411 N. Ruby, Suite #1
Ellensburg, WA 98926**

Applicant Certification

Certification is hereby given that the information provided is accurate and the applicable attachments are complete and included as part of the application package.

I certify that application thresholds are met at the time of application.



Signature of Official Representative

3/31/2013

Date

Sponsoring Agency (If Applicable)

Signature of Agency Representative

Date

Typed or Printed Name

Date

Associate Economic Development Organization Notification

The organization listed below has received notification of this application as demonstrated by the signature of the organization's representative.

Kittitas County Chamber of Commerce

Name of Organization



Signature of Representative

3/31/2013

Date

Kittitas County Department of Public Works Receipt of Application

Signature of Kittitas County DPW Representative

Date

Typed or Printed Name

KITTITAS COUNTY DEPARTMENT OF PUBLIC WORKS
DISTRESSED COUNTY INFRASTRUCTURE IMPROVEMENT PROGRAM
APPLICATION DUE DATES
FY 2014

Distressed County Sales and Use Tax Application for Economic Development Office Personnel:
Applicants are invited to appear at the COG meeting when the project's criteria is reviewed.

APPLICATIONS DUE

COG MEETING DATES

2014 Application Due Dates

COG Meetings

May 31, 2013.....July 2013 COG SPECIAL MEETING

****Funding available January 1, 2014**

Chamber of Commerce of Kittitas County

Economic Development

This plan is structured to fulfil the requirements of our ADO contract with the Washington State Department of Commerce and our contract with the Ellensburg Business Development Authority. Priority has been given to the action items outlined in our departmental work plan that are “next steps” in the implementation of the TIP Strategies Report and feasible to accomplish with existing budget and staff. The ADO and EBDA requirements take to time equivalence of one staff person to fulfil.

“Our Mission is to provide active leadership and achieve measurable results by creating a business climate that supports job creation, business recruitment, retention and expansion which increases the tax base and supports family wage employment.”

Goals 2011

ADO REQUIREMENTS: See RCW 43.330.080 in packet

EBDA REQUIREMENTS: See EBDA MOU in packet

Goal 1. Recruitment of Professional Service Businesses to Kittitas County

- Monthly research review of new business licenses in Puget Sound Business Journal and City of Ellensburg with outreach packets and follow up phone calls targeting professional service businesses that have recently expanded outside Kittitas County.
- Research lists of professional service associations and contact their members about the opportunities available for business in Kittitas County.
- Develop a recruitment brochure that can be customized to target specific industries.
- Redesign website including a streamlined business start up resource page modelled after Yakima’s Entrepreneur Network website
- Utilize DOC template and customize when responding to recruitment opportunity announcements. Respond to all recruitment opportunities from DOC that are applicable to Kittitas County. Maintain file of all recruitment opportunity announcements to determine gaps in service that are feasible to address.
- Assist clients with pre-permitting and permitting process and obtaining appropriate licences.
- Maintain an inventory of available properties, infrastructure: Power, Sewer, Water, Natural Gas, Cable, Utilities, Broadband, Redundancy, Fiber and demographics.

Goal 2. Provide Assistance to our existing Kittitas County Businesses to help maintain and create employment.

- Conduct 10 business visitations per month giving priority focus to tier two businesses. Visitations will be conducted to assess, workforce needs, gaps in service along with any issues businesses are facing with state and local government. This information will be used to determine next steps order to grow their employment base and expand.
- Promote and teach NxLevel Courses. Annie obtain certification to teach the course.
- Meet with businesses at their request to discuss their plans, needs and concerns.

- Track grant and continuing education opportunities.
- Compile a list of traditional and non-traditional financing sources.
- Maintain a list of business incentives.
- Create a list of referral resources (Center for Economic Vitality, SBA, SCORE, Workforce).
- Coordinate with Membership Services to send business assistance invites/outreach to new members. Create leave-behind brochure outlining services and resources.

Goal 3. Foster a common vision and collaboration

- Establish regular meetings with City Manager, Elected Officials, Business Leaders, Partner organizations such as EDA, WorkSource, CWU, DOC, SCORE, WEDA, SBA, South Central Workforce Council.
- Re-establish Partners' Luncheons to discuss what is happening with the various major employers, associations, municipalities, and county. Luncheons will include Downtown Association, KVCH, School Superintendents, a City Council Member from all incorporated cities, a Commissioner, WorkSource, Roslyn Revitalization, etc.
- Send our newsletter to all partner organizations and invite submission of content.

Goal 4. Assist start-up businesses and entrepreneur to ensure their success.

- Create and Maintain Inventory of existing businesses and industries
- Maintain a Reference library and business resource inventory.
- Utilize CEV Industry Snapshots as a component of outreach activity.
- Create a list of referral resources (Center for Economic Vitality, SBA, SCORE, Workforce).
- Assist business start-ups with business planning, marketing and financial planning.
- Help prepare business for financing.
- Establish business start up workshop series through SCORE.
- Work to establish entrepreneurial/start-up program for Women & Minority Businesses.

Send KCCC Newsletter and submit "success stories" to Nisha Wade at DOC for the "Washington Wire".

Attend Trade Shows or Conferences: Attend Wind Energy Tradeshow outlined in 12/13/10 email from James Palmer DOC. WEDA Conferences and ADO meetings.

1 BASELINE ACTIVITIES

While economic development organizations can provide a wide range of services, at the most basic level they are charged with organizing and presenting information about the community and facilitating access to relevant resources. On the following pages, we present three “baseline” functions for economic development organizations: providing technical assistance, conducting a business retention and expansion (BRE) program, and working with companies making location and facility planning decisions. These programs can be some of the most cost-effective means of promoting economic and employment growth in an area. In addition, they align with the responsibilities assigned to the EDG in its capacity as an associate development organization for the State of Washington.

We have placed the profiles of the functions in order of priority, considering their effectiveness and cost. Formalizing these activities will enable the EDG and Kittitas County to become more competitive for attracting new investment and talent.

Technical Assistance

In Area Development’s most recent corporate survey, 61 percent of companies surveyed used the Internet to obtain site selection information. Of these companies, 90 percent found economic development websites to be most useful in making site and facility planning decisions. In addition, 71 percent of those making site visits meet with community representatives to obtain information.

As these survey results demonstrate, one of the key roles an economic development organization plays is providing information needed to help prospects make informed site location decisions. A current and professional website is now a necessary component of fulfilling this role, in addition to having a hard-copy information packet.

The following actions support this strategy:

1. **Redesign the EDG website.** The current EDG website lacks many of the functions and informational assets considered standard for basic site selection requirements, including an updated database of available sites. In addition, much of the basic

THE ROLE OF ADOS

The EDG is the associate development organization (ADO) for Kittitas County. As such, the EDG is required by the state Legislature to deliver the following scope of services:

- ✓ Develop a countywide economic development plan.
- ✓ Collect and maintain an inventory of sites available for development and assist with site selection and development.
- ✓ Market the county and state as an excellent place to locate a business.
- ✓ Provide permitting and licensing assistance to businesses considering locating in the county.
- ✓ Assist small business development centers and other assistance providers.
- ✓ Provide business retention and expansion services.
- ✓ Collect and maintain data for use in program and system evaluation.
- ✓ Participate in region-wide economic development planning and research.



information found on the site is out of date. The site also lacks the style and design elements that project Kittitas County or the organization in a positive manner.

Basic components a redesigned EDG website should include the following:

- ✓ Community profile. This section should contain information on area demographics (population, households, age profile, race/ethnicity profile, socio-economics, educational attainment). Services such as DemographicsNow, Kittitas, and ESF are reputable data sources and provide community profiles that are updated each year and include 5-year projections. The profiles should be made available for download from the website, preferably with an option to export to a spreadsheet program.
- ✓ Community profiles also often highlight primary quality of place assets, such as school district descriptions and basic statistics, higher education institutions (description and location, neighborhood profiles, arts and entertainment facilities, and any other amenities.
- ✓ Business climate This section should contain information on the area's workforce, major employers, target industry profiles, tax rates, utility providers and rates (if available), transportation access, and available incentives.
- ✓ News. The news section should contain announcements of any new initiatives of the economic development organization as well as any events or happenings in the community that have economic development implications.

The following sections are beyond the basic components of a website, but can be valuable sources of information for projects:

- ✓ Available sites. This section should feature properties that are available in the region. It should be current and searchable by type of space, price, and square footage.

SETTING THE STANDARDS

The International Economic Development Council has prepared a comprehensive set of data standards for communities to use when presenting themselves to site selectors or prospective businesses. The data standards matrix and related information is available at: http://www.iedconline.org/?p=Data_Standards.



- ✓ **GIS maps.** Maps of the region can help to orient prospects and can highlight key properties and community assets. While a GIS specialist can be contracted to create a wide array of useful maps, free tools like Google Maps allow economic development organizations to create interactive maps where they can post pictures, mark places of interest, and shade available parcels.

Each component should be formatted for printing or download off of the website, preferably with an option to export data-intensive files to a spreadsheet.

- 1.2 **Continue to improve on-line presence.** Take action to improve the EDG site's ranking with search engines such as Google and Yahoo. This can include the use of meta-tags or keywords, increasing the number of links to the EDG page (by having the EDG site as a featured link on partner organizations' websites), or payment of direct fees.

- 1.3 **Maintain professional print materials.** In addition to having a professional website, the EDG should maintain an information packet for visiting prospects or prospects who request information by mail. These materials should be designed to meet a variety of needs, including trade shows and promotional events. In all cases however, emphasis should be placed on driving traffic to the website.

- 1.4 **Compile information on incentives.** As part of EDG's role as an ADO, staff should be knowledgeable about available incentives at the local, state, and federal level. Relevant information should be incorporated into electronic and printed materials. The subject of incentives should be addressed broadly and can include non-cash incentives such as fast-track permitting or other methods for reducing development cost.

- 1.5 **Consider benchmarking program.** Benchmarking can provide an important source of information for economic development programs, particularly with regard to the identification of best practices. Communities or regions with similar economic conditions should be selected. If possible, local leaders should schedule an annual visit to benchmark communities. (See best practice in text box to the right).

BEST PRACTICE: GLIDE

Greater Louisville Inc. is the Metro Chamber of Commerce and leading economic development agency for the Greater Louisville, Kentucky metro region. Through advocacy efforts, networking opportunities and cost saving initiatives, GLI provides a wide range of programs and services that support member businesses, encourage entrepreneurial enterprises, and contribute to business and community growth and prosperity.

GLIDE is an annual invitation-only executive program with local business, civic, and elected leaders participating. This annual program studies a competitor city's best practices and brings ideas back to Greater Louisville for implementation. Below are recent GLIDE benchmarks.

- Jacksonville, Florida (2004)
- Kansas City, Kansas (2005)
- Denver, Colorado (2006)
- Dublin, Ireland (2007)
- Minneapolis-St. Paul, Minnesota (2008)



- 1.6 **Participate in regional planning initiatives.** In accordance with state requirements the EDG should identify opportunities to participate in planning initiatives that affect the region. Examples of groups to consider include transportation planning, workforce development, and tourism organizations. The level of participation will be dependent upon available resources and specific priorities, but could include tracking announcements and publications issued by each group; attending regularly scheduled meetings; or holding a position on a board or working group.

Business Retention and Expansion

Business retention and expansion should be the heart of any economic development program. A solid BRE program can help communities protect and even grow their existing base of employers. Focusing on existing employers makes sense as they are already invested in the community. In the context of the private sector, a business retention program is like the adage that says you must attend to your existing customers first. If you don't, you jeopardize your base. This is especially true in light of current economic conditions, which mean fewer recruitment prospects and more existing businesses in distress.

At its simplest, a BRE program helps the economic development organization develop a clear understanding of the businesses already in the community and helps keep tabs on any changes and challenges area businesses face. The primary functions of a BRE program are three fold:

- 1) to ensure that at-risk businesses receive support, especially when that risk is the result of labor issues or other factors the community can influence in some way;
- 2) to expand and support growing businesses; and
- 3) to act as an ombudsman for local businesses generally, by identifying their issues and needs.

A basic BRE program entails the following elements and activities:

A BIRD IN THE HAND

Existing businesses form the backbone of a thriving economy. They typically represent the best opportunity for increasing the employment and tax base of a community and the greatest economic threat if they close or relocate. But local firms are often overlooked in a community's enthusiasm to recruit new, headline-generating businesses.

Given the fiercely competitive environment for business attraction and the myriad of issues facing most communities with regard to the recruitment of new business, business retention should be a baseline activity for economic development organizations. In other words, all other initiatives, including business recruitment, should be considered in light of their ability to complement and support the existing business network.



1.7 **Maintain an inventory of existing businesses and available properties.** Publicly available business records, such as DEA filings, tax records, utility hook ups, and ownership transfers, can be good sources of information. This inventory should be recorded and maintained in an electronic database or a Customer Relationship Management (CRM) System.

1.8 **Administer a regularly scheduled survey of employers.** This survey will identify which companies may be at risk of leaving the community and which companies plan to expand. In addition, these surveys can uncover employers' issues. If possible, the survey should be administered annually. The use of online survey tools, such as SurveyMonkey (www.surveymonkey.com), Zoomerang (www.zoomerang.com), SurveyGizmo (www.surveygizmo.com), and PollDaddy (www.polldaddy.com) make this an inexpensive method for keeping in touch with area employers.

1.9 **Conduct business visitations.** To supplement findings from the survey, the EDG should visit at least 20 businesses per year. The purpose of the visits should be to gauge the ability and needs of local businesses to operate successfully and possibly expand in the community. These visits can be conducted by EDG staff or with the support of interested board members. A set procedure should be established for these visits to ensure that consistent information is gathered.

1.10 **Create a forum.** Provide opportunities for local businesses to meet regularly with economic and community development staff. The purpose of these meetings is similar to that of the employer survey, but the face-to-face approach often stimulates discussion that a survey cannot. This could be accomplished by holding a quarterly business forum or industry roundtables. Forums could be organized around a specific topic of interest (such as planning and zoning issues or transportation infrastructure) or could be used as a moderated discussion about general concerns. These meetings do not need to be elaborate. Local restaurants will often donate meeting space in return for the lunch or dinner traffic. The goal is simply to keep an open line of communication between employers and public officials.



1.11 **Provide networking opportunities.** In addition to the forums discussed above, networking opportunities can be an invaluable part of a BRE program. Hosting a monthly luncheon or "after hours" event has been a mainstay of chambers and economic development organizations. Unlike the forums, these events should be solely designed to facilitate business-to-business contact. Business card exchanges, "speed networking" events, or featuring a small number of businesses are examples of formats that are frequently used for these events. Supporting existing events – rather than introduce competing events – should be the focus of this task. Currently, the Ellensburg Chamber organizes a monthly business after hours event.

1.12 **Have an intervention strategy.** Develop a "rapid response" strategy for dealing with potential layoffs or plant closures. Under the Federal Worker Adjustment and Retraining Notification Act (WARN) of 1989, companies with 100 or more employees must notify local governments and state workforce organizations about plant closings or mass layoffs at least 60 days in advance of the event. However, at this point, it is frequently too late to do anything. Identify "at-risk" companies early-on and develop an aggressive intervention strategy. As part of this effort, the community should identify the tools available to help avert such actions or ameliorate their impact.

Examples of these tools include:

- Identifying assistance programs for at-risk companies, such as the manufacturing modernization services offered through the U.S. Department of Commerce's Manufacturing Extension Partnership (MEP) program.
- Partnering with the state and local workforce development boards' rapid response teams to provide assistance to workers facing dislocation.
- Cultivating relationships with site selectors, developers, and real estate brokers to ensure prompt reuse of a closed facility by a new tenant.

To be effective, intervention must occur early. As such, this strategy relies heavily on the information-gathering steps outlined above.

THE IMPORTANCE OF CONNECTIONS

Helping local businesses connect to trade associations, think tanks, academic institutions, and other similar companies is a key element of the economic gardening approach introduced by Littleton, Colorado.

We are aware of research in network theory that indicates that an increase in the number of business connections increases the innovation levels of companies. In particular, "weak ties" to "hubs" outside a business's normal daily connections are important for bringing in new ideas.

We have made a point of connecting our businesses to our local community college and the University of Colorado, as well as the work of interesting research organizations like The Santa Fe Institute and The Colorado Issues Network.

<http://www.littletongov.org/bia/economicgardening/>



- 1.13 **Report on progress.** Provide ongoing evaluation and reporting by preparing an annual report to the community on progress-on-goal. This effort could be tied to state reporting requirements or could be expanded to include specific business issues and relevant partner initiatives (such as a joint report on labor issues with local workforce organizations).

Business Recruitment and Prospect Management

The attraction of companies is the activity which is perhaps most commonly associated with economic development organizations. Indeed target industry recruitment is often a cornerstone of many programs. Recruitment can be thought of as having three separate stages: 1) generating leads, 2) managing prospects, and 3) facilitating company locations when they occur.

- 1.14 **Conduct lead generation activities.** While marketing and direct outreach to prospective companies is often a large component, indirect channels can yield more promising leads in a more cost-effective manner. For this reason, EDG should focus on creating a strong network of relationships that will generate high quality leads. To do so the EDG should focus on building relationships with regional developers, brokers, and site selectors and with state and regional organizations. Forging relationships with these groups can help staff stay abreast of local private development efforts, tap into new networks of businesses, and become aware of prospects looking to relocate in the state. The following actions support this task:

- 1.14.a Database. Create and maintain a database of developers, brokers, and site consultants. Due to its relative geographic proximity, the EDG should initially focus on the Pacific Northwest. Eventually, the database should be expanded to include West Coast metropolitan areas.
- 1.14.b Information. Continue to maintain and update information typically of interest to commercial and industrial developers on the EDG website. (See Tasks 1.1 and 1.7).





KITTITAS COUNTY DEPARTMENT OF PUBLIC WORKS

November 28, 2012

Kittitas County Chamber of Commerce
Attn: Ron Cridlebaugh
609 N. Main St.
Ellensburg, WA 98926

RE: Sales and Use Tax Reimbursement Policy

Dear Mr. Cridlebaugh,

First, I would like to congratulate you on qualifying to receive funding from the 2013 Distressed Sales & Use Tax Funding in the amount of \$60,000!

I am writing this letter to establish guidelines for reimbursement of this funding. As you know funding will be available January 1, 2013, but you may begin a project as of September 18, 2012, which is the date the Board of County Commissioner's signed the Resolution of Award. Please note that any funds spent before January 1, 2013, will not be reimbursable until that date! So you need to be sure you can support your project until January 1, 2013.

I have developed a reimbursement form that you will be required to complete and attach with each request for reimbursement. I will also be providing guidelines for eligible costs and setting a standard for eligible costs that will be similar to other state grants.

I would like to remind you that you need to be aware of the Washington State guidelines and prevailing wage guideline requirements. If you have any questions regarding these guidelines, please feel free to contact my office.

Sincerely,

Kelly Carlson
Administrative Assistant

Enc: Reimbursement Guidelines

ECONOMIC DEVELOPMENT DIRECTOR

- Be the primary contact to the Dept. of Commerce, attend ADO meetings, meet regularly with Commerce staff, oversee our ADO reporting requirements, over see our ADO activity and financial reports.
- Provide direct technical assistance to businesses located in Kittitas County in accordance with RCW 43.330.080. (see attached)
- Work to meet our ADO goal reporting requirements. (see attached)
- Assist and encourage entrepreneurs and businesses to locate or expand within Kittitas County.
- Assist in the assessment of infrastructure and capital improvement projects for the county and cities.
- Oversee data base of available properties throughout Kittitas County.
- Conduct research for existing and start-up businesses to assist them in growing or expanding.
- Assist businesses with site locations and arrange site visits within Kittitas County.
- Assist entrepreneurs and businesses access city, county, state and federal resources.
- Provide information on and assistance with state, local and federal permitting processes, tax issues and other essential information for operating, expanding, or locating a business in Washington.
- Develop and maintain effective relationships with city, county and state government representatives.
- Work with elected officials to create a better business climate in Kittitas County & Washington State.
- Develop and manage an annual budget that is approved by the CEO & Finance Committee.
- Develop and manage an annual work plan with the Economic Development Committee that is approved by the Board of Directors.
- Staff support for the Economic Development Committee and Board of Directors.
- Regularly attend city, county and other relevant community meetings including long-range planning and land development meetings.
- Attend conferences relevant to the position which enhances the core function of the Economic Development Department.
- Collect and report data needed for business assistance and recruitment.
- Participate on Boards and with associations relevant to economic development and/or our ADO requirements. Examples: CWU College of Business, CWREC, WEDA Legislative committee, EHS Business Advisory Board.
- Other duties as assigned.

ELLENSBURG BUSINESS DEVELOPMENT AUTHORITY

- Oversee operations and maintenance of buildings and landscaping at the Incubator (1000 Prospect Avenue) and the Airport Facility (3110 Airport Road).
- Market Incubator facility and programs, including recruitment of new businesses to occupy the buildings, ensuring that the sites are fully leased at all times.
- Provide tenants with assistance to access local and state resources, provide counseling on small business issues, including but not limited to marketing, loan packaging, financial analysis, licensing requirements, and referrals to technical assistance from our statewide network.
- Coordinate design, financing, and contracting of any new construction projects selected by the EBDA Board.
- Actively market the availability of the microloan fund, review all microloan fund applications and present them to the Executive Committee for approval.
- Attend monthly Board meetings and ensure that the Board packets are sent out in a timely manner.
- Provide day to day operational duties ie: banking, approval of invoices, web site updates.
- Provide direct technical assistance and permitting assistance to Ellensburg Businesses.
- Work with the Ellensburg City Council and Staff regarding the City owned Industrial Light property along Dolarway Rd. including the 110 acres by Rotary Park.
- Work with the City Council and staff on needed code and ordinance updates.
- Act as a liaison between the business community and the City.
- Update and review policies, monitor budget, approve expenses, provide day to day operational oversight, implement policies to ensure compliance with state auditing standards.
- Keep up to date data on Ellensburg.
- Assist with other duties as assigned.

CENTRAL WASHINGTON RESOURCE ENERGY COLLABORATIVE

- Attend monthly Board Meetings as Vice-Chair.
 - Over see day to day operations of the organization.
 - Assist with grant writing.
 - Assist in strategic planning for the organization.
 - Approval of invoices and payments.
 - Act as the IPZ zone administrator in the absence of any paid employee.
 - Over see annual IPZ reports.
-

RCW 43.330.080

Coordination of community and economic development services — Contracts with county-designated associate development organizations — Scope of services — Business services training.

(1)(a) The department must contract with county-designated associate development organizations to increase the support for and coordination of community and economic development services in communities or regional areas. The contracting organizations in each community or regional area must:

- (i) Be broadly representative of community and economic interests;
- (ii) Be capable of identifying key economic and community development problems, developing appropriate solutions, and mobilizing broad support for recommended initiatives;
- (iii) Work closely with the department to carry out state-identified economic development priorities;
- (iv) Work with and include local governments, local chambers of commerce, workforce development councils, port districts, labor groups, institutions of higher education, community action programs, and other appropriate private, public, or nonprofit community and economic development groups; and
- (v) Meet and share best practices with other associate development organizations at least two times each year.

(b) The scope of services delivered under the contracts required in (a) of this subsection must include two broad areas of work:

(i) Direct assistance, including business planning, to companies throughout the county who need support to stay in business, expand, or relocate to Washington from out of state or other countries. Assistance must comply with business recruitment and retention protocols established in RCW 43.330.062, and includes:

(A) Working with the appropriate partners throughout the county including, but not limited to, local governments, workforce development councils, port districts, community and technical colleges and higher education institutions, export assistance providers, impact Washington, the Washington state quality award council, small business assistance programs, innovation partnership zones, and other federal, state, and local programs to facilitate the alignment of planning efforts and the seamless delivery of business support services within the entire county;

(B) Providing information on state and local permitting processes, tax issues, export assistance, and other essential information for operating, expanding, or locating a business in Washington;

(C) Marketing Washington and local areas as excellent locations to expand or relocate a business and positioning Washington as a globally competitive place to grow business, which may include developing and executing regional plans to attract companies from out of state;

(D) Working with businesses on site location and selection assistance;

(E) Providing business retention and expansion services throughout the county. Such services must include, but are not limited to, business outreach and monitoring efforts to identify and address challenges and opportunities faced by businesses, assistance to trade impacted businesses in applying for grants from the federal trade adjustment assistance for firms program, and the provision of information to businesses on:

- (I) Resources available for microenterprise development;
- (II) Resources available on the revitalization of commercial districts; and
- (III) The opportunity to maintain jobs through shared work programs authorized under chapter 50.60 RCW;
- (F) Participating in economic development system-wide discussions regarding gaps in business start-up assistance in Washington;
- (G) Providing or facilitating the provision of export assistance through workshops or one-on-one assistance; and
- (H) Using a web-based information system to track data on business recruitment, retention, expansion, and trade; and
- (ii) Support for regional economic research and regional planning efforts to implement target industry sector strategies and other economic development strategies, including cluster-based strategies. Research and planning efforts should support increased living standards and increased foreign direct investment, and be aligned with the statewide economic development strategy. Regional associate development organizations retain their independence to address local concerns and goals. Activities include:
 - (A) Participating in regional planning efforts with workforce development councils involving coordinated strategies around workforce development and economic development policies and programs. Coordinated planning efforts must include, but not be limited to, assistance to industry clusters in the region;
 - (B) Participating with the state board for community and technical colleges as created in RCW 28B.50.050, and any community and technical colleges in the coordination of the job skills training program and the customized training program within its region;
 - (C) Collecting and reporting data as specified by the contract with the department for statewide systemic analysis. The department must consult with the Washington state economic development commission in the establishment of such uniform data as is needed to conduct a statewide systemic analysis of the state's economic development programs and expenditures. In cooperation with other local, regional, and state planning efforts, contracting organizations may provide insight into the needs of target industry clusters, business expansion plans, early detection of potential relocations or layoffs, training needs, and other appropriate economic information;
 - (D) In conjunction with other governmental jurisdictions and institutions, participate [participating] in the development of a countywide economic development plan, consistent with the state comprehensive plan for economic development developed by the Washington state economic development commission.
- (2) The department must provide business services training to the contracting organizations, including but not limited to:
 - (a) Training in the fundamentals of export assistance and the services available from private and public export assistance providers in the state; and
 - (b) Training in the provision of business retention and expansion services as required by subsection (1)(b)(i)(E) of this section.

[2012 c 195 § 1; 2011 c 286 § 2; 2009 c 151 § 10; 2007 c 249 § 2; 1997 c 60 § 1; 1993 c 280 § 11.]

TOURISM PROMOTIONS AGREEMENT

Between the City of Ellensburg
and
The Kittitas County Chamber of Commerce

This Agreement is made and entered into this ____ day of _____, 2013, by and between the Kittitas County Chamber of Commerce, hereinafter "Chamber," and the City of Ellensburg, a municipal corporation, hereinafter "City," and witnesses that:

WHEREAS, the City and the Chamber have successfully cooperated under an agreement beginning in 2001 that resulted in the provision of tourism development services for the community; and

WHEREAS, the Chamber is qualified and willing to continue providing such services to the City;

NOW THEREFORE, for and in consideration of the mutual covenants and promises of the parties hereinafter set forth, it is agreed as follows:

A. Chamber's Obligations. The Chamber agrees to provide the following services and engage in the following activities in support of the Ellensburg tourism development effort:

1. Administer and oversee the work of the Promotion and Signage Committees. Such committees shall be established cooperatively by the City and Chamber. Regular meetings of the Promotion Committee will take place in facilities provided by the Chamber. Meetings of the Signage Committee will take place as project needs require.
2. Administer and oversee Ellensburg tourism promotion efforts including marketing campaigns, advertising, brochures, solicitation of conventions and meetings, participation in trade shows, and other activities agreed to by the parties from time to time.
3. Establish, operate and maintain a Visitor Information Center for the purpose of greeting visitors, displaying promotional brochures, offering assistance, and answering requests for tourism and visitor information.
4. Operate the Visitor Information Center Monday-Friday from 9 a.m. to 5 p.m., to include Saturdays between the hours of 10 a.m. and 2 p.m., and Sundays between the hours of 10 a.m. and 2 p.m. during the months of June, July, August, and September through Labor Day Weekend.
5. Distribute Ellensburg tourism information and literature in Ellensburg and in other markets. Maintain stock and periodically review the effectiveness of Ellensburg racks and rack locations.
6. Ensure that Chamber personnel and volunteers receive regular visitor information training.
7. Maintain a year-round toll-free number for tourism information.
8. Develop and implement a local informational campaign to promote appreciation

and understanding of tourism in the community.

9. Develop and implement an external public relations campaign to promote the City attractions, facilities, and destination downtown. Using funds set for one-time expenses.
10. Submit quarterly reports to the City about services completed and the state and effectiveness of tourism promotion efforts. As requested, but at least twice during the year, present such reports in person to the City Council.
11. Submit a monthly accounting of expenses incurred.
12. Obtain, analyze and apply data related to tourism-related activities in such a manner as to aid the review of the effectiveness of Ellensburg tourism development efforts.

B. City's Obligations. The City agrees to provide the following services and engage in the following activities in support of the Ellensburg tourism development effort:

1. Assign a member of the City staff to serve as regular liaison and contact with Chamber representatives in support of the implementation of this agreement.
2. Make payment from the City's Lodging Tax Fund to the Chamber for the provision of its services based upon the budget included in 'Exhibit A - Tourism Services Budget' which is made a part of this agreement. Payments for those budget items shown on 'Exhibit A - Tourism Services Budget' for Visitor Information Services and Administration of Marketing shall be made on a monthly basis. Payment for the services and products covered by this agreement shall be on a reimbursable basis to the Chamber for costs incurred. Payments made by the City to the Chamber under this agreement shall in no event exceed the total amount shown on the budget in 'Exhibit A - Tourism Services Budget' of this agreement.

C. Additional Obligations. The parties further agree as follows:

1. The City, and any agents and employees of the City, in the performance of this agreement, shall act in an independent capacity and not as officers or employees or agents of the Chamber. Likewise, it is agreed that the Chamber, and any agents and employees of the Chamber, in the performance of this agreement, shall act in an independent capacity and not as officers or employees or agents of the City.
2. This agreement is not assignable by either party in whole or in part without mutual written agreement of the parties.
3. All of the provisions of this agreement shall extend to and be binding upon and inure to the benefit of the heirs, executors, administrators, successors, and assigns of the respective parties hereto.
4. It is mutually understood and agreed that no alteration or variation of the terms of this agreement shall be valid unless made in writing and signed by the parties hereto, and that no oral understandings or agreements not incorporated shall be binding on any of the parties hereto.
5. Both parties agree that in fulfilling the terms and conditions of this agreement that neither shall discriminate on the basis of race, creed, color, national origin, age, sex, marital status, or the presence of a physical, sensory or mental handicap.
6. This agreement is a contract for services. The Chamber remains a private nonprofit

association of business and professional people, and the Chamber's acceptance of this contract does not result in Chamber membership, or convey the benefits of Chamber membership, to non-members.

7. The Chamber's membership directory, web page, displays and other Chamber referral services remain the property of the Chamber and its members, and listing is at the discretion of the Chamber.
8. The term of this contract shall be for one (1) year, from January 1, 2013 through December 31, 2013.
9. Either party may terminate this agreement after giving ninety (90) days written notice of the intent to terminate.

IN WITNESS WHEREOF, this agreement has been executed by and on behalf of the parties on the day and year first above written.

KITTITAS COUNTY CHAMBER OF COMMERCE

CITY OF ELLENSBURG

By: _____

Jim Armstrong
C.E.O.

By: _____

Bruce Tabb
Mayor



**Administrative, Property Management and Financial Services Agreement between the Ellensburg
Business Development Authority
And the Kittitas County Chamber of Commerce**

THIS AGREEMENT made and entered into this 31 day of January, 2012 by and between the Ellensburg Business Development Authority (EBDA) and the Kittitas County Chamber of Commerce (Chamber).

WHEREAS, the EBDA has the need to contract for certain services as described in the attached Scope of Services (Attachment A); and

WHEREAS, the Chamber offered to provide those services as outlined in the Scope of Services (Attachment A);

NOW, THEREFORE, in consideration of the agreements herein contained, the Parties agree as follows:

1. Term of Agreement. This Agreement shall remain in effect from January 1, 2012 through December 31, 2012, and continue thereafter month to month, unless either Party gives written notice to the other at least 30 days prior that it desires to terminate the Agreement.

2. Agent. The Chamber shall serve as Agent of the EBDA under the conditions and expectations set forth in Section 2.07 of the EBDA bylaws.

3. Scope of Services. The Chamber shall provide all services as outlined in the EBDA's Scope of Services Section 1 through 3 as well as additional services as mutually agreed to by both parties and outlined in Section 4 of Attachment A. In addition, the following services shall be supplied at no additional cost:

- a. A decal or other depiction of the EBDA logo shall be affixed to the main door of the Chamber building.
- b. The 509-962-7244 phone number will be retained.
- c. All the corporate records of the EBDA shall be stored and maintained by the Chamber.
- d. Provide quarterly reports on EBDA activities for use by the board and City Council. Such reports will be provided for the April, July, October and January EBDA board meetings.

4. Payment and Terms. The Chamber shall invoice EBDA monthly for services provided under Sections 1-3 of Attachment A at the rate of \$4,977.08 per month. The Chamber shall invoice EBDA monthly for services provided under Section 4 of Attachment A when those services are requested by EBDA. EBDA shall pay within 10 days of receipt of invoices.

5. Indemnification. The Chamber shall be responsible for the consequences of any act or failure to act on the part of itself, its employees, or its agents, and EBDA shall be responsible for the consequences of any act or failure to act on the part of itself, or its agents. Accordingly, each Party shall be held responsible for its own negligence, and each Party shall indemnify, defend, and hold the other Party harmless from any loss which results there from in proportion to each party's responsibility.

6. Amendments. Amendments to this Agreement can be made by mutual agreement of the Parties. Any such amendment shall be in writing and executed by the Parties.

7. Compliance with Laws. Each party hereto, in its performance of this agreement, agrees to comply with all applicable local, State, and Federal laws and ordinances.


8. Jurisdiction. Any legal dispute between the parties to this agreement shall be governed by the laws of the State of Washington, and any action to enforce this agreement shall be brought in Kittitas County, Washington.

9. Waiver. A failure by either party to exercise its rights under this agreement shall not preclude that party from subsequent exercise of such rights and shall not constitute a waiver of any other rights under this agreement unless stated to be such in a writing signed by an authorized representative of the party and attached to the original agreement.

10. Third Parties. Nothing in this agreement shall create any right, duty, obligation, or cause of action in any person or entity other than the Chamber and EBDA.

11. Prior Agreements. This agreement incorporates all prior agreements by the parties, contains the entire and final agreement of the parties, and cannot be changed except by their express written consent.

FOR THE CHAMBER

By: 
James Armstrong
CEO/President

Date: 1/31/2012

FOR THE EBDA:

By: Milt Johnston

Date: 1-31-2012

Milt Johnston
Chair

Associate Development Organization Certification/Designation Form

(For use by County officials.)

Kittitas County affirms/ designates the Kittitas County Chamber
(Name of County) (Name of ADO)

as the Associate Development Organization to coordinate economic development services for the county under contract with the Washington State Department of Commerce. Consistent with statutory requirements:

1. ☒ The prospective ADO is a **non-profit** organization.

OR

- ☐ A **public entity** that has formed an authority or committee with full operating authority to carry out the duties of the ADO. It is important to recognize that this group would have its own authority and budget, not just the power to recommend actions/plans/expenses.

2. Economic development is the **primary mission** of the prospective ADO, and not just a secondary activity. This can be demonstrated with a written mission statement in a brochure, web-page, newsletter, etc. It may also be documented in the organization's by-laws.
3. For economic interests in the county, this organization serves as a networking tool and resource hub for business retention, expansion, and relocation in Washington.
4. This organization has/will have the capacity during the period under contract with Commerce to carryout work activities as detailed in RCW 43.330.080

This designation is effective on the date signed below, and shall remain in effect for the 2013-2015 biennium.



Signature

Chairman

Title

OBIE O'BRIEN

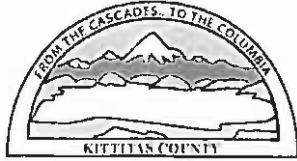
Print Name

4/10/2013

Date

PLEASE SUBMIT TO:

Kathy Carlson, Contracts Coordinator
Business Services Division
Washington State Department of Commerce
Post Office Box 42525
Olympia, WA 98504-2525



Kittitas County, Washington

BOARD OF COUNTY COMMISSIONERS

District One
Paul Jewell

District Two
Alan Crankovich

District Three
Obie O'Brien

January 24, 2013

Dear Applicant,

The Board of County Commissioners signed the 2013 Lodging Tax Services Agreements during their Agenda Session on January 23, 2013. Please sign the enclosed Agreement (document flagged for signature) and return it to our office as soon as possible. The other original agreement and copy of Resolution 2013-003, adopting the distribution of the 2013 Hotel/Motel Tax Funds, is for you to keep for your records.

When you are ready to seek reimbursement for your event, please submit the enclosed reimbursement form with your invoices. If you need more forms they can be found on the Auditor's web site <http://www.co.kittitas.wa.us/auditor/miscFinancial.asp> under miscellaneous reports.

If you have any questions regarding reimbursement you may contact Judy Pless in the Auditor's office 509-962-7502 or our office 509-962-7508. Requests for reimbursement must be completed and received by the County on or before January 15, 2014 (see section 1, c. & d. regarding deadlines relating to current legislative laws).

Thank you for your efforts to promote tourism throughout our County.

A handwritten signature in cursive script, reading "Debbie Myers".

Debbie Myers, Clerk
Kittitas County Lodging Tax Advisory Committee
debbie.myers@co.kittitas.wa.us

Enc.: 2013 Lodging Tax Services Agreement
Hotel/Motel reimbursement form
Resolution 2013-003

Cc: Judy Pless, Budget and Finance director
Lodging Tax Advisory Committee
BOCC Clerk

**BOARD OF COUNTY COMMISSIONERS
COUNTY OF KITTITAS
STATE OF WASHINGTON**

RESOLUTION

NO. 2013- 003

**A RESOLUTION ADOPTING THE DISTRIBUTION OF THE 2013
HOTEL/MOTEL TAX FUNDS**

WHEREAS: the Board of Commissioners solicited applications for the distribution of the 2013 Hotel/Motel tax funds; and

WHEREAS: the Board of Commissioners met in a special meeting with the applicants on December 19, 2012; and

WHEREAS: the Board of Commissioners had \$350,000.00 available in the Hotel/Motel 2013 Tax Fund with a total of \$501,409.81 application requests; and

NOW, THEREFORE BE IT RESOLVED: That the Kittitas County Board of Commissioners hereby award the Hotel/Motel 2013 Tax distribution as follows:

Entity	Board Authorized
Spirit of the West Cowboy Gathering	10,000.00
High County Artists	1,000.00
Cle Elum Roslyn Chamber of Commerce	-
Clymer Museum & Gallery	3,000.00
Roslyn, Ronald, Cle Elum Heritage Club (Coal Miner Festival)	DQ
Roslyn, Ronald, Cle Elum Heritage Club (Memorial Day Cultural Celebration)	DQ
Kittitas County Search and Rescue	2,400.00
Jazz in the Valley	3,500.00
RCSG, LLC (Russian Community Support Group)	DQ
Barn Quilts of Kittitas County, WA	4,000.00
Friends of the Fair (FOF)	-

**BOARD OF COUNTY COMMISSIONERS
COUNTY OF KITTITAS
STATE OF WASHINGTON**

RESOLUTION

NO. 2013- 003

**A RESOLUTION ADOPTING THE DISTRIBUTION OF THE 2013
HOTEL/MOTEL TAX FUNDS**

- WHEREAS:** the Board of Commissioners solicited applications for the distribution of the 2013 Hotel/Motel tax funds; and
- WHEREAS:** the Board of Commissioners met in a special meeting with the applicants on December 19, 2012; and
- WHEREAS:** the Board of Commissioners had \$350,000.00 available in the Hotel/Motel 2013 Tax Fund with a total of \$501,409.81 application requests; and

NOW, THEREFORE BE IT RESOLVED: That the Kittitas County Board of Commissioners hereby award the Hotel/Motel 2013 Tax distribution as follows:

Entity	Board Authorized
Spirit of the West Cowboy Gathering	10,000.00
High County Artists	1,000.00
Cle Elum Roslyn Chamber of Commerce	-
Clymer Museum & Gallery	3,000.00
Roslyn, Ronald, Cle Elum Heritage Club (Coal Miner Festival)	DQ
Roslyn, Ronald, Cle Elum Heritage Club (Memorial Day Cultural Celebration)	DQ
Kittitas County Search and Rescue	2,400.00
Jazz in the Valley	3,500.00
RCSG, LLC (Russian Community Support Group)	DQ
Barn Quilts of Kittitas County, WA	4,000.00
Friends of the Fair (FOF)	-

TOURISM PROMOTIONS AGREEMENT

Between the City of Cle Elum
and
The Kittitas County Chamber of Commerce

This Agreement is made and entered into this ____ day of _____, 2013, by and between the Kittitas County Chamber of Commerce, hereinafter "Chamber," and the City of Cle Elum, a municipal corporation, hereinafter "City."

WITNESS THAT:

WHEREAS, the City and the Chamber seek to cooperate in the provision of tourism development services for the community; and

WHEREAS, the Chamber is qualified and willing to continue providing such services to the City;

NOW THEREFORE, for and in consideration of the mutual covenants and promises of the parties hereinafter set forth, it is agreed as follows:

A. Chamber's Obligations. The Chamber agrees to provide the following services and engage in the following activities in support of the Cle Elum tourism development effort:

1. Create, administer and oversee a Tourism Promotion Committee. Such committee shall be established cooperatively by the City and Chamber and regular meetings will take place in facilities provided by the Chamber.
2. Administer, oversee and coordinate with other entities, Cle Elum tourism promotion efforts including marketing campaigns, advertising, brochures, solicitation of conventions and meetings, participation in trade shows, and other activities agreed to by the parties from time to time.
3. Establish, operate and maintain a Visitor Information Center for the purpose of greeting visitors, displaying promotional brochures, offering assistance, and answering requests for tourism and visitor information. Hours of operation will be Monday-Friday from 9 a.m. to 5 p.m., to include Saturdays between the hours of 10 a.m. and 2 p.m., and Sundays between the hours of 10 a.m. and 2 p.m. during the months of June, July, August, and September through Labor Day Weekend.
4. Ensure that Chamber personnel and volunteers receive regular visitor information training.
5. Distribute Cle Elum tourism information and literature in Cle Elum and in other markets. Maintain stock and periodically review the effectiveness of Cle Elum racks and rack locations.
6. Develop and maintain a separate web site devoted entirely to Cle Elum tourism.
7. Develop and implement an informational campaign to promote appreciation of tourism and its benefits in the local community.

8. Develop and implement an external public relations campaign to promote City attractions, facilities, and events.
9. Submit quarterly reports to the City about services completed and the state and effectiveness of tourism promotion efforts. As requested, but at least twice during the year, present such reports in person to the City Council.
10. Submit a monthly accounting of expenses incurred.
11. Obtain, analyze and apply data related to tourism-related activities in such a manner as to aid the review of the effectiveness of Cle Elum tourism development efforts.
12. Seek funding from Kittitas County Lodging Tax and other sources to help support Cle Elum tourism promotion efforts.

B. City's Obligations. The City agrees to provide the following services and engage in the following activities in support of the Cle Elum tourism development effort:

1. Assign a member of the City staff to serve as liaison and contact with Chamber representatives in support of the implementation of this agreement.
2. Make payment from the City's Lodging Tax Fund to the Chamber for the provision of its services based upon the budget included in 'Exhibit A – Tourism Services Budget' which is made a part of this agreement. Payments for those budget items shown in 'Exhibit A - Tourism Services Budget' for Visitor Information Services shall be made on a monthly basis. Payment for the services and products covered by this agreement shall be on a reimbursable basis to the Chamber for costs incurred. Budget lines in "Exhibit A – Tourism Services Budget" are approximate. However, payments made by the City to the Chamber under this agreement shall in no event exceed the total amount shown on the budget in 'Exhibit A - Tourism Services Budget' of \$45,000 without the prior written agreement of the parties.

C. Additional Obligations. The parties further agree as follows:

1. The City, and any agents and employees of the City, in the performance of this agreement, shall act in an independent capacity and not as officers or employees or agents of the Chamber. Likewise, it is agreed that the Chamber, and any agents and employees of the Chamber, in the performance of this agreement, shall act in an independent capacity and not as officers or employees or agents of the City.
2. This agreement is not assignable by either party in whole or in part without mutual written agreement of the parties.
3. All of the provisions of this agreement shall extend to and be binding upon and inure to the benefit of the heirs, executors, administrators, successors, and assigns of the respective parties hereto.
4. It is mutually understood and agreed that no alteration or variation of the terms of this agreement shall be valid unless made in writing and signed by the parties hereto, and that no oral understandings or agreements not incorporated in this agreement shall be binding on any of the parties.
5. Both parties agree that in fulfilling the terms and conditions of this agreement that neither shall discriminate on the basis of race, creed, color, national origin, age, sex, marital status, or the presence of a physical, sensory or mental handicap.

6. This agreement is a contract for services. The Chamber remains a private nonprofit association of business and professional people, and the Chamber's acceptance of this contract does not result in Chamber membership, or convey the benefits of Chamber membership, to non-members.
7. The Chamber's membership directory, web page, displays and other Chamber referral services remain the property of the Chamber and its members, and listing is at the discretion of the Chamber.
8. The term of this contract shall be for one (1) year, from February____, 2013 through February _____, 2014.
9. Either party may terminate this agreement after giving ninety (90) days written notice of its intent to terminate.

IN WITNESS WHEREOF, this agreement has been executed by and on behalf of the parties on the day and year first above written.

KITTITAS COUNTY CHAMBER OF COMMERCE

CITY OF CLE ELUM

By: _____

Jim Armstrong
C.E.O.

By: _____

Charles Glondo
Mayor

Exhibit A - Tourism Services Budget 2013

\$7,500 Marketing materials and campaign development

Includes campaign development and hard copy materials,

\$29,000 Visitor Information Services

Staffing of visitor center, percentage of lease and signage expenses

\$4,000 Web Site

Creation and hosting

\$4,500 Administration

Includes administering Promotions Committee, marketing campaign

\$45,000 Total

Kittitas County Chamber of Commerce

Department: Economic Development Department

Title: Business Start-up & Expansion Consultant/Coordinator

JOB DESCRIPTION:

DIRECT AND COORDINATE THE BUSINESS START-UP & EXPANSION PROGRAM: Assist Start-up and existing businesses in Kittitas County with technical assistance to improve their chances to launch, expand and create income and jobs.

Conduct activity which fulfills components of the Washington State Department of Commerce's ADO requirements. (A full description of the ADO requirements is included in the detailed departmental workplans) Requirements that fall within the scope of Business Retention and Expansion (BRE) and Start-up Assistance Program include:

- Direct assistance, including business planning, to companies who need support to stay in business or expand...Assistance includes:
 - Providing information on state and local permitting processes, tax issues, and other essential information for operating, expanding, or locating a business in Washington
 - Working with businesses on site location and selection assistance
 - Providing business retention and expansion services including business outreach and monitoring efforts to identify and address challenges and opportunities faced by businesses; and
 - Participating in economic development system-wide discussions regarding gaps in business start up assistance in Washington
 - Participating in regional planning efforts with workforce development councils involving coordinated strategies around workforce development...providing for coordination of the job skills training program and customized training program within its region.
 - Collecting and reporting data as specified by the contract with the department for statewide systemic analysis.

ADO QUARTERLY REPORT: Collect and report data required uniform data as is needed to conduct a statewide systemic analysis of the state's economic development programs and expenditures.

- Prepare quarterly ADO reports and submit to the Washington State Department of Commerce, the KCCC CEO, the Director of the KCCC Economic Development Department, the City of Ellensburg, the Ellensburg Business Development Authority and the Kittitas County Board of Commissioners.
- Use existing ADO goals to set new benchmarks for collecting data and conducting assistance activities. Work with Department of Commerce to update goals.

START UP TECHNICAL ASSISTANCE:

- Certified NxLevel Instructor – Teach at least one section of the twelve week NxLevel Entrepreneurial Training Course.
- Coordinate, Market and Direct a county-wide SCORE Business Start-up Workshop/Lunch series
- Coordinate with SCORE, RSVP, Kiwanis, Rotary and other community organizations to recruit additional SCORE counselors for Kittitas County.
- Coordinate training, activities and group-type events targeting Start-up businesses.
- Provide referrals to start up businesses whose needs are outside the scope of service provided by the ADO. Referral partners include the Bellingham Center for Economic Vitality, the Washington State Department of Commerce, Washington Manufacturing Services, WorkSource, Banks and other lending institutions, the federal Economic Development Administration, SCORE, SBDC, PTAC's and the Small Business Administration.
- Create a "Business Start-up CHECKLIST" outlining department contacts, procedures and organizations to contact prior to opening a business in each incorporated city in Kittitas County. Include information for businesses opening outside of city limits. Coordinate with City of Ellensburg, City of Cle Elum, City of South Cle Elum, Kittitas, Roslyn and Community Development Services.
- Update and maintain Start-up client packet materials.
- Maintain client tracking system including files, email lists and follow up schedules.
- Maintain up to date funding sources for business start-up clients.
- Maintain client email list to send periodic business opportunities including training, funding, technical assistance and business news.
- Research liaison to re-establish the CWU Entrepreneurial Club and identify projects to partner on.
- Research development of an SBDC program with CWU.
- Research "Pub-Talk" or other business networking events to provide networking opportunities for investors and business owners. B2B and B2C networking opportunities.
- Follow Start-up program procedures and policies to ensure effective, efficient and valuable services are provided. This includes periodic client surveys to identify gaps in service at the organizational, state and federal level.
- Track and report the following data under the guidelines of the ADO Quarterly reporting requirements: (These are Start-up assistance efforts where the ADO was directly involved) Number of businesses requesting assistance, Number of start-up business workshops, trainings, activities or group-type events sponsored or co-sponsored by the ADO where information is provided and the target audience is start-up companies. Number of referrals to other providers of business assistance.
-

BUSINESS RETENTION AND EXPANSION (BRE) ASSISTANCE:

- Conduct at least two business visitations per month focusing on target industries identified in the TIP Strategies report and tier two companies. Create written narrative from each visitation and utilize at least one per month in the KCCC Newsletter to tell business success stories. Visitations

are conducted to gather data, identify issues and express thanks to local businesses. Business visitations are tracked and reported in the ADO quarterly report.

- Identify local business projects requiring further additional work or follow-up (including referrals) on the part of the ADO. Track number of cases identified and number of referrals provided.
- Provide technical assistance to existing businesses including business planning, financial planning, projections, and resources, marketing, referrals, networking opportunities and training.
- Track and report the following data under the guidelines of the ADO Quarterly reporting requirements: (These are BRE efforts where the ADO was directly involved) Number of businesses retained, Number of businesses expanded, Number of jobs created from local expansion activities, Number of jobs retained, Number of jobs created with wages above county annual average wage rates. Amount of private dollars invested in BRE, Amount of public dollars invested in BRE, Number of companies lost, Number of jobs lost.
- Utilize CEV "Industry Snapshots" as a means to conduct industry specific outreach.
- Send cards of recognition and thanks to local businesses featured in the Daily Record business news sections. Include brochure outlining businesses assistance services provided by the KCCC.

COLLECTING AND REPORTING DATA:

- Track and maintain current county-wide demographic data including: employment statistics, unemployment rates, average wage rates, industry specific consumer expenditures, industry standards, housing costs
- Track available funding opportunities for Business Start-ups and BRE
- Track business incentives for Business Start-ups and BRE
- Track available training and other business resources available to rural business owners
- Track and maintain inventory of Commercial, Office and Retail properties. Update Department of Commerce, Washington Prospector website monthly.

EXECUTIVE LIASON TO CEO: Coordinate with CEO to facilitate activities necessary to the daily operations of the Kittitas County Chamber of Commerce including (but not limited to):

- Preparing correspondence: editing, reviewing, delivering
- Providing support to KCCC Board of Directors as needed including: Preparation of board meeting packets, scheduling meetings and events, coordinating with guests and maintaining board contact information.

EBDA BOARD LIASON:

- Prepare meeting packets, schedule and notify City Manager of meeting times. Provide City Manager current meeting schedule, minutes, financials and agendas prior to each meeting.
- Prepare, monitor, manage written and email correspondence for director and board of directors

KCCC NEWSLETTER:

- Collect monthly articles from: Membership Services, Economic Development, CEO, Board President, Government Relations, Tourism and the Ellensburg Downtown Association. (Future to include Roslyn, Cle Elum, South Cle Elum, Easton, Hyak, Kittitas news when appropriate)
- Publish by the first day of each month.
- Other features include: Focus on Business Interview, Calendar of Events, Paid advertizing, Luncheon Speaker Series, Business After Hours and pertinent business news and features.
- Coordinate with Membership Services to publish newsletter and include links to Facebook throughout month.

OTHER DUTIES AS ASSIGNED:

- Providing fill in support for reception desk and phone.
- Attending special events including WinterHop BrewFest, WineFest, Business After Hours, Ribbon Cuttings



STATE OF WASHINGTON

DEPARTMENT OF COMMERCE

1001 Plum Street SE • PO Box 42525 • Olympia, Washington 98503-2525 • (360) 725-1000

www.commerce.wa.gov

October 17, 2011

Mr. Ron Cridlebaugh
Director of Economic Development
Kittitas County Chamber of Commerce
509 N. Main Street
Ellensburg, Washington 98926

Dear Ron:

Enclosed is executed ADO grant number S12-75106-342 between Kittitas County Chamber of Commerce and the Washington State Department of Commerce.


Requests for reimbursement will be due quarterly. ADO staff will email you an electronic copy of the financial workbook which includes the A19, Match and In-kind Report each quarter. Your A-19 reimbursement form will require an original signature of the person(s) authorized to sign and you will need to mail this form to our office.

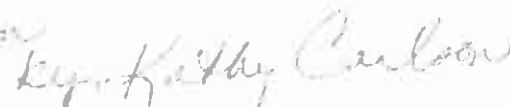
Instructions will be forthcoming for the quarterly performance measure reporting which will be due the same time as your requests for reimbursement.

Please refer to the Special Terms and Conditions and Attachment A – Workplan sections of your grant for the requirements of reporting and submitting a request for reimbursement.

If you have any questions about the quarterly reporting process please contact me at (360) 481-3106 or by email at ado@commerce.wa.gov. I look forward to working with you for the duration of your grant.

Sincerely,


Lynn Longan
Business Development Manager
Business Services Division

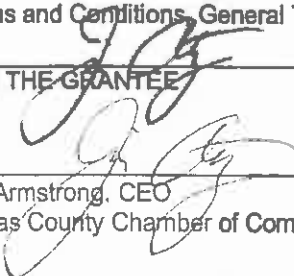
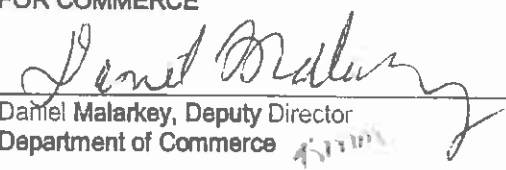


Enclosure:
Executed ADO Grant

COPY

Grant Number S12-75106-342

Face Sheet
Washington State Department of Commerce
Business Services Division
Associate Development Organization Program

1. GRANTEE Kittitas County Chamber of Commerce 609 N. Main Street Ellensburg, Washington 98926		2. GRANTEE Doing Business As Kittitas County Chamber of Commerce 609 N. Main Street Ellensburg, Washington 98926	
3. GRANTEE Representative Ron Cridlebaugh Director of Economic Development Phone: 509-935-2002 Fax: 509-962-6148 Email: ron@kittitascountychamber.com		4. COMMERCE Representative Lynn Longan ADO Program Manager Mobile: 360-481-3106 Fax: 360-586-0873 E-Mail: lynn.longan@commerce.wa.gov <div style="text-align: right;">PO Box 42525 Olympia, WA 98504-2525</div>	
5. GRANT AMOUNT \$89,329	6. FUNDING SOURCE Federal: <input type="checkbox"/> State: <input checked="" type="checkbox"/> Other: <input type="checkbox"/> N/A: <input type="checkbox"/>		7. START DATE July 1, 2011
8. END DATE June 30, 2013			
9. FEDERAL FUNDS (as applicable) N/A		FEDERAL AGENCY N/A	
CFDA NUMBER N/A			
10. Tax ID # 91-0210430	11. SWV # 	12. UBI # N/A	13. DUNS # N/A
14. GRANT PURPOSE This performance based grant funding is to assist the economic development activities for Kittitas County.			
<p>COMMERCE, defined as the Department of Commerce or its successor agency, and the GRANTEE, as defined above, acknowledge and accept the terms of this GRANT and attachments and have executed this GRANT on the date below to start as of the date and year referenced above. The rights and obligations of both parties to this GRANT are governed by this GRANT and the following other documents incorporated by reference: GRANT Terms and Conditions including Special Terms and Conditions, General Terms and Conditions, Attachment "A" Workplan, and Attachment "B" Budget.</p>			
FOR THE GRANTEE  _____ Jim Armstrong, CEO Kittitas County Chamber of Commerce 10/5/11 _____ Date		FOR COMMERCE  _____ Daniel Malarkey, Deputy Director Department of Commerce 10/14/11 _____ Date APPROVED AS TO FORM ONLY Sandra Adix (signature on file) Assistant Attorney General June 24, 2011 _____ Date <small>S:\County Files\Kittitas County\Contracts 11-13\ADO\Grant Contracts\Kittitas County Chamber of Commerce S12-75106-342 ADO Grant State Funds AAG Approved 6-24-11 (2).doc</small>	

Attachment B – BudgetGrant Recipient: Kittitas County Chamber of Commerce

The budget shall consist of the following elements:

1. Projected Expenditures of COMMERCE Funds:

	Amount
a. Personnel	\$62,531
b. Contracted Services	0
c. Project Related Expenses	26,798
d. Travel	0
e. Other	0
TOTAL COMMERCE AWARD	\$89,329

2. Budget Summary:

	FY12	FY13	Total
COMMERCE Funds	\$44,665	\$44,664	\$89,329
Local Matching Resources	14,406	14,406	28,812
Other State Funds	0	0	0
Other Federal Funds	0	0	0
TOTAL BUDGET	\$59,071	\$59,070	\$118,141

3. Estimated Quarterly Draw:

	Quarter	FY12	FY13
a.	First: July-Sept	\$11,166	\$11,166
b.	Second: Oct-Dec	11,166	11,166
c.	Third: Jan-March	11,166	11,166
d.	Fourth: Apr-June	11,167	11,166
	TOTAL	\$44,665	\$44,664

4. Special Budget Provisions:

- A. As a condition of receiving funds under this GRANT, the GRANTEE agrees to document at least \$28,812 in matching resources. These matching funds shall be used exclusively to perform the work described in Attachment "A" to this GRANT.
- B. The total amount of transfers of funds between line item budget categories shall not exceed twenty (20) percent of the total budget. If the cumulative amount of these transfers exceeds or is expected to exceed twenty (20) percent, the total budget shall be subject to justification and negotiation of a GRANT amendment by the GRANTEE and COMMERCE.
- C. A sum of ten (10) percent of funds shall be withheld until activities and final products defined in Attachment "A" have been successfully completed by the GRANTEE and accepted fully by COMMERCE.