

2007 Prosperity Partnership



Prosperity
PARTNERSHIP

HIGHLIGHTS

Measuring our region's economic performance over time and identifying opportunities and challenges is crucial to the work of the Prosperity Partnership. Through the indicators and action item progress reports we invite you to take a closer look at our region's competitive position and initiatives underway that will determine long-term economic prosperity in the region.

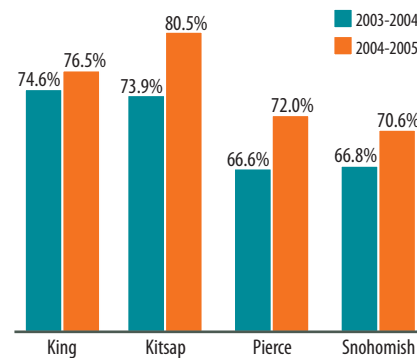
2007 Indicator Highlights

Please visit www.prosperitypartnership.org for complete updates of all 20 Regional Competitiveness Indicators. Here we highlight a few indicators with particular relevance to our 2007 action items or that have shown significant change from the previous year.

Indicator – High School Graduation Rate: Graduation rates improved in all four Puget Sound counties in the 2004-05 school year. Kitsap's graduation rate topped 80% and Pierce and Snohomish counties broke the 70% mark.

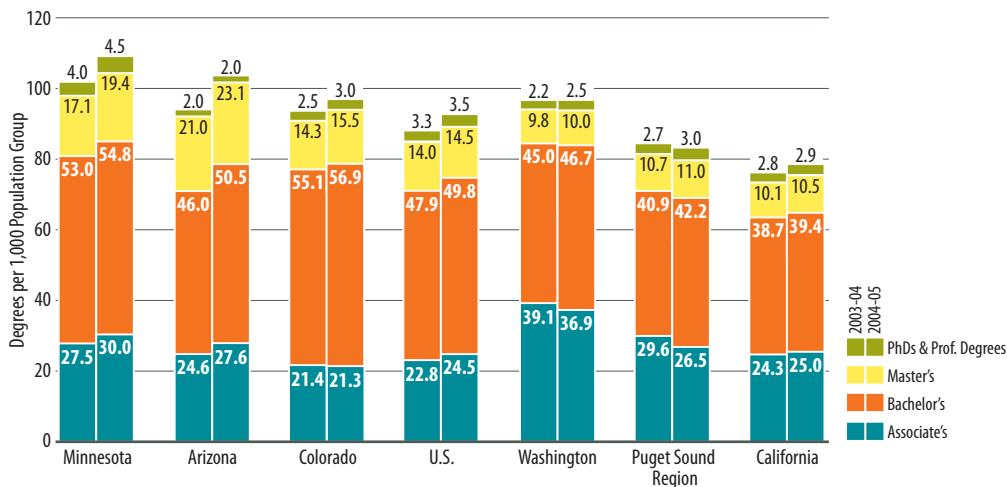
Indicator – Post-Secondary Degrees Awarded: Washington is now ranked #37 among the 50 states in per capita production of bachelor's degrees, down one spot from the previous state rankings. However, the rate of bachelor's and advanced degree production did increase slightly both at the state level and in the Puget Sound region. Thus, it is critical to remember that improvement relative to our peers is just as important as improvement year over year.

Public High School Graduation Rate of Puget Sound Counties (2003-2004, 2004-2005)



Source: OSPI

Post-Secondary Degrees Awarded per 1,000 Individuals of Targeted Population Groups (2003-2004, 2004-2005)



Source: NCES, IPEDS, SBCTC

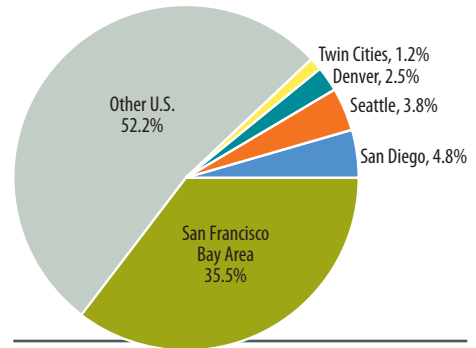
Indicator – Venture Capital: Seattle continues to attract a notable portion of the nation’s venture capital, 3.8% in 2006 (2005 = 3.3%), for a total of \$966 million in VC investments. This is up 28% from 2005.

Venture Capital Investments and Deals by Metro Area (2006)

Metro Area	VC Investment (smillions)	Percent Change 2005–2006
San Francisco Bay Area	\$9,054	14%
San Diego	\$1,230	17%
Seattle	\$966	28%
Denver	\$628	4%
Twin Cities	\$309	55%

Source: PricewaterhouseCoopers/National Venture Capital Association MoneyTree(tm) Report

Venture Capital Investment by Metro Area, Share of U.S. Total (2006)



Source: PricewaterhouseCoopers/National Venture Capital Association MoneyTree(tm) Report

Indicator – Business Starts & Closures: Washington moved to 7th place in business starts in 2005, after ranking 2nd in the previous year and 1st in the five preceding years. Washington remained at the top of the list for the percentage of firms terminating, at around 20%. Due in part to the decline in business starts, Washington moved from 1st to 3rd in business churn. To examine the implications of Washington’s high rate of business starts and closures, the Prosperity Partnership enlisted the help of a graduate student at the University of Washington’s Daniel J. Evans School of Public Affairs, who took on this subject as a Master’s degree project.

The research led to the following findings on Business Starts and Closures:

- More jobs are created or lost through expansions, mergers and contractions than startups and closures.
- Closings do not always have a negative impact on employment; 20% of cancellations of accounts do not result in employment loss.
- Closure does not always equate with failure, as some businesses have natural closing dates.
- Businesses experience a “growth spurt” between years 5 and 9 of operation.

However, as a measurement of entrepreneurship and business churn, additional research is needed to continue to improve our understanding of this indicator.

Business Starts — State Ranks (2004-2005)

State	2004 Rank	2005 Rank	Change in Rank
Arizona	#42	#13	+29
California	#17	#15	+2
Colorado	#5	#3	+2
Minnesota	#32	#48	-16
Washington	#2	#7	-5

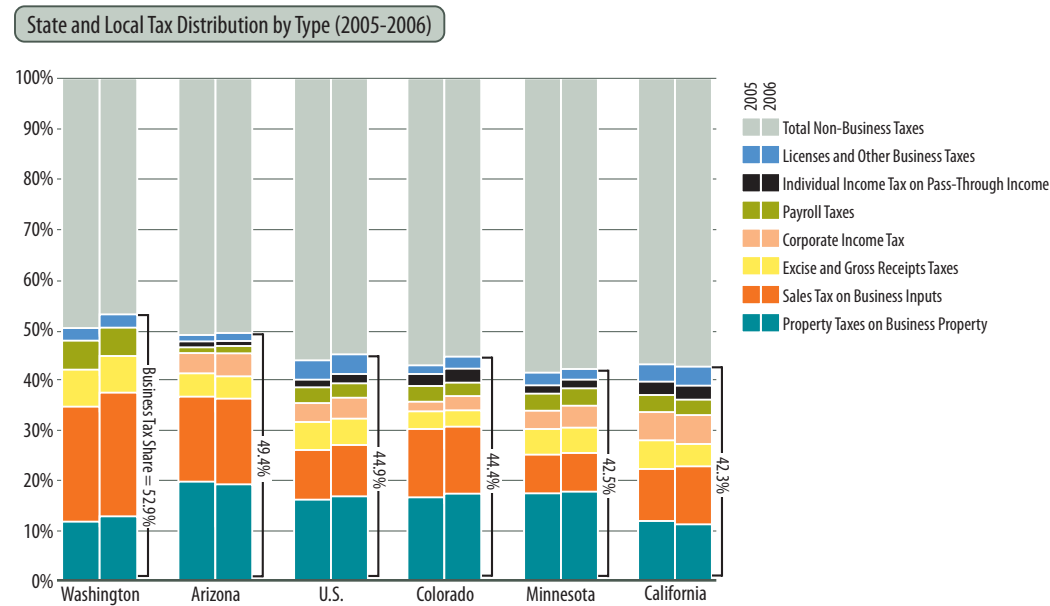
Source: CFED, SBA, DOL

Business Closures — State Ranks (2004-2005)

State	2004 Rank	2005 Rank	Change in Rank
Arizona	#5	#3	+2
California	#19	#10	+9
Colorado	#50	#47	+3
Minnesota	#38	#36	+2
Washington	#1	#1	0

Source: CFED, SBA, DOL

Indicator – Business Tax Share: Washington’s business tax share of 52.9% is the 10th highest in the nation and above all peer states and the U.S. Washington businesses’ tax share went up 2.8% (from 50.1%) from 2005 to 2006, while it increased not more than 1.3% in any other peer state.



Source: Ernst & Young, Council on State Taxation

Indicator – Housing Affordability: Housing affordability levels in the region have dropped to an all-time low, especially for first time homebuyers. An affordability index value of 100 indicates the typical homebuyer has just enough income to qualify for a conventional mortgage on a median priced home, so an index of less than 100 means they would not qualify. All counties in the region now fall below the 100 mark, a change from last year, when Kitsap and Pierce hovered just above the line. First Time Buyer Indices fall well below the mark for all four counties.

Housing Affordability (2007 – 1st Quarter)

	Median Sales Price (existing single family homes)	Percent Change from 2006	All Buyer Affordability Index	First Time Buyer Affordability Index
King	\$440,000	+10%	70.7	39.7
Kitsap	\$286,000	+10%	96.6	58.2
Pierce	\$282,000	+8%	95.6	56.4
Snohomish	\$370,000	+14%	81.6	49.6
WA State	\$300,800	+7%	88.9	52.0
U.S.	\$212,300	-3%	114.7	76.0

Source: WCRER

2007 Action Item Highlights

2007 Action Item: Assist Aerospace Futures Alliance in filling aerospace skills gap

Organization: Puget Sound Regional Council

Overview

With over 72,000 jobs, the aerospace industry in the Puget Sound region has almost 10 times the concentration of jobs than anywhere else in the U.S., and growth in the aerospace industry is expected to continue. This concentration of workers is good for the economy; however, the projected rate of retirement by baby boomers over the next decade poses real challenges both for the aerospace industry and for the economy overall. Over 65% of Boeing's 65,000 employees in Washington will be eligible to retire within the next 10 years. **The Aerospace Futures Alliance of Washington (AFA)** is actively working to ensure that a qualified workforce is prepared to fill the jobs of tomorrow. These jobs include the skilled trades and manufacturing, as well as careers that center around engineering, math and scientific disciplines.

Accomplishments

The **AFA** has enjoyed tremendous success on closing the skills gap in aerospace. In 2007, the AFA held its first career and job fair to inform young people about job opportunities that exist in the aerospace industry. Additionally, the AFA was instrumental in passage of Washington House Bill 1096, which provides opportunity grants for low income students entering educational training programs. Lastly, the AFA was successful in setting a \$275,000 place holder in the State of Washington's capital budget to help construct the new Aviation High School at the Museum of Flight.

Next Steps

The AFA and the Prosperity Partnership will continue to support legislative efforts that will create more skilled workers, as well as advocate for funding to increase the number of students graduating from college with degrees in math, science, engineering and other high-demand fields, many of which are critical to the future of the aerospace industry.

2008 Aerospace Action Item: Keep Washington's commitment to the aerospace industry by re-funding the Project Olympus coordinator position

Organization: Governor Gregoire, Washington State Legislature

2007 Action Item: Fill existing capacity for degrees in high-demand fields at Washington's higher education institutions

Organizations: PSRC, WA State Legislature, Governor Gregoire

Overview

Washington ranks 37th out of the 50 states in the rate of production of bachelor's degrees. However, Washington ranks among the top 10 states in scientists and computer specialists employed per capita and leads the nation in engineers employed per capita. In late 2006, the Prosperity Partnership formed a **Higher Education Working Group (HEWG)** to seek to increase the supply of skilled workers educated in Washington, with the goal of 10,000 additional degrees by 2020. The HEWG is chaired by David Tang, partner at K&L Gates LLP, and includes representatives from public and private sector organizations, two- and four-year educational institutions, EDCs, labor and other regional organizations. The HEWG has identified a need for capacity to award 10,000 new bachelor's degrees per year by 2020, with a concentration in the high-demand fields of Computer Sciences, Engineering, Life Sciences, Medical Research and Technicians, Nursing and Secondary Teaching in math and science, special education and ESL.

Accomplishments

The Legislature and Governor made historic investments in higher education in the 2007 Legislative Session, funding over 9,000 new enrollments — including 3,900 baccalaureate enrollments — in Washington's colleges and universities. Additionally, Governor Chris Gregoire signed Senate Bill 5731 into law. Sponsored by Senator Paull Shin, SB 5731

finds that Washington “needs to produce eight to ten thousand additional baccalaureate degrees each year” in order to help fill demand in growing fields. It codifies the Prosperity Partnership’s goal of 10,000 more degrees by 2020 as state policy, and charges a legislative task force with developing a plan to achieve that goal.

Next Steps

The Prosperity Partnership will continue to work with its partners in the College and Work Ready Agenda to ensure Washington’s students are prepared upon graduation to participate in Washington’s economy. Important steps in that effort are to develop a communications initiative to help students understand the opportunities in and requirements of our economy, and continuing to invest in high demand bachelor’s degrees to fill critical gaps between the needs of our economy and the output of our education system.

2008 Education Action Item: Develop and conduct a pilot communications initiative to educate K-12 students about high demand degree opportunities

Organizations: Higher Education Working Group, College and Work Ready Agenda

2007 Action Item: Create a clean technology advocacy organization

Organizations: PSRC, CTED, enterpriseSeattle

Overview

In 2006, one of the Prosperity Partnership’s Action Items was to “Determine the need for and feasibility of creating a clean technology advocacy organization.” Finding that the need and demand did in fact exist, the Prosperity Partnership launched the **Washington Clean Technology Alliance**, the state’s first industry association for clean technology companies and related businesses.

Accomplishments

The Washington Clean Technology Alliance held its celebratory kick-off on March 29, 2007. The launch event was a rousing success with approximately 130 clean tech leaders from around the region and the state in attendance. McKinstry hosted the kickoff at its headquarters in South Seattle. Attendees heard Mithun CEO Bert Gregory, McKinstry Executive Vice President David Allen, Seattle Mayor Greg Nickels, Battelle’s Marc Cummings and WCTA Executive Director Graham Evans speak about the opportunities and potential of clean tech in Washington.

The objective of the Washington Clean Technology Alliance is to secure Washington’s position as a leader in clean technologies by supporting Washington businesses to take full advantage of industry opportunities emerging within the state and around the world. The Alliance’s two principal functions are business development and policy advocacy.

WCTA already has over 30 member companies and has begun a series of networking events and speaker seminars. It has also formed a Policy Committee to tackle legislative issues related to clean tech industries, climate change and other issues of concern to clean tech businesses in Washington.

Next Steps

In 2008, the WCTA aims to increase membership to 50 companies and develop a rich program of cross-sectoral networking opportunities and policy advocacy. The alliance is also organizing a delegation of Washington clean tech companies to the GLOBE 2008 Trade Fair and Conference in Vancouver, BC in March 2008.

2008 Clean Tech Action Item: Increase the international awareness of Washington’s clean technology industry by organizing a delegation to the GLOBE 2008 Trade Fair and Conference in Vancouver, BC.

Organization: Washington Clean Technology Alliance

2007 Action Item: Develop a Seattle International Benchmarking Consortium to benchmark regional competition against international peers

Organizations: PSRC, Trade Development Alliance of Greater Seattle, Technology Alliance

Overview

Worldwide competition is focused neither on countries nor on individual cities, but on large metropolitan areas that function as single economic units. Building on the success of the *2006-2007 Puget Sound Regional Competitiveness Indicators*, the Prosperity Partnership understood that, in an increasingly global economy, it is not enough to benchmark ourselves against other U.S. regions. The globalization of the world's economy requires metropolitan areas and their leadership to understand how they are performing compared to similar areas worldwide.

In 2007, the Puget Sound Regional Council, Trade Development Alliance and Technology Alliance embarked on an exciting international effort to do just that through a collaborative network of sophisticated city-centered metro areas that have found it mutually beneficial to compare themselves to each other. Currently known as the **International Regions Benchmarking Consortium**, this group is quickly evolving into a learning network of communities, the goal of which is to develop a shared set of economic and social indicators for each participating region. This resource will allow self-evaluation of economy, society, environment, infrastructure, and other relevant urban issues using other regions around the world as a benchmark.

Accomplishments

Innovative regions around the world have enthusiastically signed on to participate in this endeavor. They are Barcelona, Dublin, Fukuoka, Helsinki, Melbourne, Munich, and Stockholm. Daejeon (S. Korea) and Vancouver, BC are likely to participate as well, and Singapore and Bangkok have expressed interest in observing the group's proceedings. Consortium members are currently in the process of compiling and analyzing data on 30 indicators. From September 10-12, 2007 the Prosperity Partnership hosted delegates from Barcelona, Dublin, Fukuoka and Stockholm for an intimate symposium gathering to reconcile data issues, discuss how to use the results of the data, and plan for future collaborative activities.

Next Steps

In spring 2007, a larger conference will be held in the Puget Sound region to allow participating regions to network and share best practices. The benchmarking may generate ideas for research or in-depth analysis between members or throughout the network. Rather than a group of competing regions, the primary goal of this "learning community" is the sharing of information, ideas and experiences for the mutual benefit of all our regions. It is envisioned that the conference will become an annual event hosted in a different participating region each year.

2008 Logistics & International Trade Action Item: Identify key measurements to compare the Puget Sound to its international peer regions through an International Benchmarking consortium

Organizations: PSRC, Trade Development Alliance, Technology Alliance

2007 Action Item: Develop broad consensus on a proposal to increase access to scientific and cultural institutions in the four-county region through the creation of a cultural funding district

Organization: Cultural Task Force

Overview

In 2007, the Prosperity Partnership formed a **Cultural Task Force** to develop a strategy to celebrate and promote scientific and cultural organizations as a strategic economic advantage for our region. The Task Force is composed of arts, science and cultural organizations, government agencies, and other public, private and nonprofit entities in the region. It has developed a draft proposal to secure sustainable public funding for Puget Sound scientific and cultural organizations in the four-county region. Funds would be used to increase access, outreach and educational opportunities.

The Task Force proposal works specifically to:

- Expand access to scientific and cultural organizations.
- Expand scientific and cultural educational experiences for students.
- Build capacity in underserved areas of the region.
- Provide steady, substantial funding to scientific and culture organizations and institutions to ensure the goals above are achieved.

Accomplishments

In 2007, the Task Force conducted an economic impact study to measure contributions of scientific and cultural organizations in the four-county region. The study identified over \$400 million in direct spending and more than 15 million visits annually. In addition, the Task Force is developing an outreach plan and a legislative strategy, and will soon begin vetting the proposal with elected officials, business and community leaders and organizations throughout the state.

Next Steps

The next step will be to solicit feedback and build broad based support from scientific and cultural organization staff, board, patrons and donors, public officials and business and community leaders. The Task Force will then work with elected officials to begin to implement the proposal.

2008 Social Capital & Quality of Life Action Item: Build legislative support for a proposal to increase access to scientific and cultural organizations throughout Washington

Organization: Cultural Task Force

2007 Action Item: Pursue the incentives, resources and regulatory changes necessary to provide adequate, affordable housing close to jobs for workers at all wage levels

Organizations: Executive Alliance, Nonprofit Partners for Prosperity

Overview

The Prosperity Partnership views affordable housing as a foundation of economic prosperity and has identified creation of more housing that is affordable to workers at all wage levels as an important action item. In spring 2007, the Prosperity Partnership convened a **Regional Housing Strategy Working Group**. The group is chaired by Rita Ryder, President for Strategic Initiatives, YWCA of Seattle-King County-Snohomish County, and Bill Longbrake, Vice Chairman of WaMu.

The housing working group's mission is to identify existing areas of broad consensus in regional housing policies and to develop strategies and actions that will help to improve access to housing close to jobs for workers of all wage levels from throughout the four-county region. The working group is composed of more than 30 civic leaders from all four of our region's counties, representing private business, affordable housing developers, government officials, and market rate developers from the central Puget Sound region.

Accomplishments

In April 2007, Senator Patty Murray joined with the Prosperity Partnership and Housing Development Consortium to convene a roundtable discussion on housing affordability and help launch the Regional Housing Strategy Working Group. The event gathered more than 20 leaders from the four-county region.

The working group then held four sessions in which it worked through a list of already-identified strategies to identify the two to three agreed-upon housing policies that would have a significant impact on improving housing affordability. In addition, the group commented on the housing section of the draft VISION 2040, the update of our region's long range growth, economic and transportation strategy.

Next Steps

The Working Group's strategies have been added to the Prosperity Partnership's 2008 Action Items, and the group will continue to work together to support the implementation of these policies.

 **2008 Social Capital & Quality of Life Action Item: Create an education and technical assistance toolkit for local jurisdictions to take full advantage of existing resources to increase housing affordability**

Organization: Regional Housing Strategy Working Group

2007 Action Item: Grow Aerospace Futures Alliance membership to 100 organizations

Organization: Aerospace Futures Alliance

Overview

Launched in January of 2006, the **Aerospace Futures Alliance of Washington (AFA)** is a statewide aerospace association dedicated to raising the visibility of the aerospace industry in Washington and advocating for policies that will support the growth of this important industry. As a new membership-driven organization, the AFA set out an ambitious goal of expanding its membership to 100 members in 2007.

Accomplishments

The AFA, together with its partners, has sponsored and produced several leadership breakfast forums throughout the state including ones in Renton, Everett and Spokane. These breakfasts serve as an opportunity to hear first-hand from the businesses that are associated with the aerospace industry and to learn about the challenges and opportunities that the aerospace industry is facing. The AFA is well on its way to achieving and even exceeding its goal of growing the AFA membership to over 100 members by end of 2007.

Next Steps

The AFA will continue to seek new members and develop strategic partnerships with suppliers, employers, manufacturers and institutes of higher education to best support the aerospace industry in Washington.

 **2008 Aerospace Action Item: Ensure aerospace tax incentives are available to the entire aerospace value chain**

Organization: AFA

Implementation of 2007 Action Items

Action Initiative	Organization(s) and Working Groups	Status
1 Stage an export promotion symposium in conjunction with Trade Week.	Trade Development Alliance (TDA)	<ul style="list-style-type: none"> TDA held an Export Promotion Symposium in September 2006 in SeaTac Next Export Promotion Symposium – a seminar to engage small and midsize companies in international trade – will be held in Snohomish County at Edmonds Community College on November 6, 2007
2 Assist Aerospace Futures Alliance of Washington (AFA) in filling aerospace skills gap.	Prosperity Partnership (PP)	<ul style="list-style-type: none"> AFA of Washington held a job fair in 2007 to help recruit workers to aerospace companies in Washington AFA instrumental in passage of HB1096 which provides opportunity grants for low-income students entering educational training programs See 2007 Action Item Highlights
3 Maintain state commitments to funding major regional projects.	PSRC/ PP/ WA State Legislature/ Governor Gregoire	<ul style="list-style-type: none"> State sustained its commitments to transportation investments secured in 2005
4 Fill existing capacity for degrees in high demand fields at Washington's higher education institutions.	PSRC/ PP/ WA State Legislature/ Governor Gregoire	<ul style="list-style-type: none"> Prosperity Partnership's Higher Education Working Group and partners advocated for significant new investment in high demand bachelor's degree fields, and a codification of its degree production goal Governor and Legislature codified 10,000 degree production goal and made historic investments in higher education in 2007 session See 2007 Action Item Highlights
5 Convene a taskforce on Foreign Direct Investment.	TDA/ PP	<ul style="list-style-type: none"> TDA prepared research paper that formed basis for effort to create and implement action plan on recruiting FDI Prosperity Partnership convened group that includes TDA, CTED, Ports and Economic Development Councils
6 Conduct research on Washington's business failures rate, and recommend community or legislative changes to improve business success and retention.	PP	<ul style="list-style-type: none"> Research study conducted by graduate student at the UW Evans School of Public Affairs. Results indicate: <ul style="list-style-type: none"> More jobs created or lost through expansions, mergers and contractions than startups and closures Closings do not always have a negative impact on employment (20% of closures do not result in employment loss) Closure does not always equate with failure as some businesses have natural closing dates Businesses experience a "growth spurt" between years 5 and 9 of operation
7 Explore a domestic logistics mission to Los Angeles/Long Beach to review that region's infrastructure strategy.	TDA/ PSRC	<ul style="list-style-type: none"> Mission explored but not completed; will re-evaluate for 2008
8 Finalize a tax reform proposal, based on specific economic modeling that demonstrates the effects of the proposal on the Puget Sound region and specific industries therein.	PP	<ul style="list-style-type: none"> Prosperity Partnership's Tax Structure Steering Committee developed framework to replace B&O tax and replace it with Net Economic Assessment Tax (NEAT) Prosperity Partnership will work to gauge appetite for reform and support for NEAT in 2008, with potential legislation in 2009
9 Implement a freight and logistics communications campaign.	TDA	<ul style="list-style-type: none"> Drafted messages that are being distributed to key leadership and chambers of commerce, focused on the importance of logistics investments
10 Create a clean technology cluster advocacy organization.	PSRC/ CTED/ enterpriseSeattle	<ul style="list-style-type: none"> Created the Washington Clean Technology Alliance (www.wacleantech.org) – a business alliance for clean tech businesses in Washington See 2007 Action Item Highlights
11 Create a Minority Economic Development Working Group (MEDWG) to identify major economic development policy changes at the local and state level that benefit communities of color.	MEDWG/ PP	<ul style="list-style-type: none"> Formed the Minority Economic Development Working Group (MEDWG) chaired by Seattle City Councilmember David Della, Executive Director Estela Ortega of El Centro de la Raza, and Nate Miles of Eli Lilly Co-sponsored the African American Partners for Prosperity (AAPP) Annual Trade Conference, which helps minority business owners (MBOs) connect and learn about opportunities to grow their businesses Performed a statewide assessment of minority businesses

Implementation of 2007 Action Items (continued)

Action Initiative	Organization(s) and Working Groups	Status
12 Develop a Seattle International Benchmarking Consortium to benchmark regional competition against international peers.	TDA	<ul style="list-style-type: none"> • PSRC, TDA and the Technology Alliance formed an International Regions Benchmarking Consortium • See 2007 Action Item Highlights
13 Build support to ensure success for an integrated roads and transit ballot that includes major regional corridor improvements funded by RTID and the next phase of high capacity transit implementation as reflected in the Sound Transit Phase 2 plan.	Sound Transit/ RTID/ PSRC	<ul style="list-style-type: none"> • Successfully won agreement on a package to present to voters • A broad and diverse coalition came together to support the package • The Roads & Transit package known as Proposition 1 will be on the regional ballot in November 2007
14 Develop broad consensus on a proposal to create a cultural funding district to support scientific and cultural institutions in the four-county region.	Cultural Task Force	<ul style="list-style-type: none"> • Developed a draft proposal to secure sustainable public funding for Puget Sound scientific and cultural organizations in the four-county region • See 2007 Action Item Highlights
15 Enact the 2006-2007 strategies laid out in the Comprehensive Bioscience Strategy produced by the Washington Biotechnology and Biomedical Association (WBBA).	PP/ WBBA	<ul style="list-style-type: none"> • Governor Gregoire named Dr. Marc Baldwin, Executive Policy Advisor, to be the principal liaison to WBBA and for coordinating the implementation of the comprehensive life sciences strategy • Created the Life Sciences Industry-Education Council • For more information on progress made, see "The Future of Life Sciences in Washington 2007 Progress Report" (www.wabio.com)
16 Create an ecosystem that can mix companies at different stages of development with available resources.	King County Business Relations & Economic Development	<ul style="list-style-type: none"> • Included in the Prosperity Partnership's Minority Economic Development Working Group Strategy is a plan to map the ecosystem of business assistance programs and related organizations, including what resources they can provide and how they interact with businesses and each other
17 Pursue the resources and regulatory changes necessary to provide adequate, affordable housing close to jobs for workers at all wage levels.	Executive Alliance/ Nonprofit Partners for Prosperity (NP3)	<ul style="list-style-type: none"> • Formed the Regional Housing Strategies Working Group chaired by Rita Ryder, President for Strategic Initiatives of YWCA, and Bill Longbrake, Vice Chairman of WaMu • See 2007 Action Item Highlights
18 Grow Aerospace Futures Alliance (AFA) membership to 100 organizations.	AFA	<ul style="list-style-type: none"> • AFA held several community breakfast forums throughout the state including ones in Renton, Everett and Spokane • See 2007 Action Item Highlights
19 Execute 100% of the four economic development councils' client-based business retention, expansion and recruitment action steps.	enterpriseSeattle, Snohomish County EDC, EDB for Tacoma/Pierce County, Kitsap EDA	<ul style="list-style-type: none"> • Inquiries and research requests completed: 705 • Cases commenced: 358 • Site Selection meetings: 13

2008 Action Items

Action Initiative	Action Initiative Area	Organization	Target Completion
1 Keep Washington's commitment to the aerospace industry by re-funding the Project Olympus coordinator position.	Aerospace	Governor Gregoire/ Washington State Legislature	March 2008
2 Sustain progress in implementing our region's transportation plan.	Transportation	Governor Gregoire/ Washington State Legislature	March 2008
3 Increase the international awareness of Washington's clean technology industry by organizing a delegation to the GLOBE 2008 Trade Fair and Conf. in Vancouver, B.C.	Clean Technology	Washington Clean Technology Alliance	March 2008
4 Build legislative support for an increased state investment in infrastructure that supports housing affordability as well as a waiver for the state portion of the sales tax on the hard and soft costs of construction and rehab for low income housing projects.	Quality of Life & Social Capital	Regional Housing Strategy Working Group	March 2008
5 Secure investments to increase the capacity of Washington's higher education institutions to offer more high demand degrees.	Education/ Information Technology	Higher Education Working Group/College Work Ready Agenda	March 2008
6 Ensure aerospace tax incentives are available to the entire aerospace value chain.	Aerospace	Aerospace Futures Alliance	March 2008
7 Begin the first phase of construction of Kitsap SEED Pod 1, known as the Northwest Clean Technology Incubator.	Clean Technology	Port of Bremerton	March 2008
8 Build legislative support for a proposal to increase access to scientific and cultural organizations throughout Washington.	Quality of Life & Social Capital	Cultural Task Force	March 2008
9 Identify key measurements to compare the Puget Sound to its international peer regions through an International Benchmarking consortium.	Logistics and International Trade	Trade Development Alliance/ Prosperity Partnership/ Technology Alliance	June 2008
10 Improve our region's business climate for international trade by conducting a survey on our region's accommodation to international visitors and producing a marketing and education piece for local officials on the international economy.	Logistics and International Trade	Trade Development Alliance/ PSRC	June 2008
11 Ensure that the scoping process for <i>Destination 2030</i> integrates the transportation goals of the Regional Economic Strategy.	Transportation	PSRC	June 2008
12 Develop and implement a strategy to strengthen the Tourism and Military Industry Clusters in our region.	Tourism and Military	Tourism and Military Cluster Working Groups/Prosperity Partnership	June 2008
13 Stage an export promotion symposium in King County.	Logistics and Int'l Trade	Trade Development Alliance	Sept. 2008
14 Grow Washington Clean Technology Alliance membership to 50 organizations.	Clean Technology	Washington Clean Technology Alliance	Dec. 2008
15 Improve the ability of minority small business owners to access capital and increase contracting opportunities with government and large business by enacting the Minority Economic Development Working Group's action plan.	New and Small Business	Minority Economic Development Working Group	Dec. 2008
16 Create an education and technical assistance toolkit for local jurisdictions to take full advantage of existing resources to increase housing affordability.	Quality of Life & Social Capital	Regional Housing Strategy Working Group	Dec. 2008
17 Build consensus on a proposal to make the state tax system more pro-competitive.	Tax Structure	Tax Structure Steering Com.	Dec. 2008
18 Develop and conduct a pilot communications initiative to educate K-12 students about high demand degree opportunities.	Education	Higher Education Working Group/College Work Ready Agenda	Dec. 2008
19 Enact the 2008 action items laid out in the Comprehensive Bioscience Strategy.	Life Sciences	WBBA	Dec. 2008
20 Identify the criteria necessary to make the Puget Sound an attractive place for foreign direct investment, and use that information to successfully complete these transactions.	Logistics and International Trade	Trade Development Alliance/ CTED/Prosperity Partnership/ enterpriseSeattle/Snohomish County EDC/EDB for Tacoma-Pierce County/Kitsap EDA	Dec. 2008
21 Examine the economic impact of the nonprofit and philanthropic sectors on the Puget Sound region.	Quality of Life & Social Capital	Nonprofit Partners for Prosperity	Dec. 2008

Prosperity Partnership Working Groups

Cultural Task Force

Stephanie Stebich, Co-Chair..... Tacoma Art Museum
Deborah Jensen, Co-Chair..... Woodland Park Zoo

Louise Miller	4Culture	Steve Lorian	Kirkland Performance Center
Judy Tuohy.....	Arts Council of Snohomish County	Kjris Lund.....	Lund Consulting
Dwight Gee.....	ArtsFund	Dr. Bonnie Dunbar	Museum of Flight
Susan Sivitz.....	Bainbridge Performing Arts	Tim Close	Museum of Glass
Becky Bogard.....	Bogard & Johnson Government Relations	Bryce Seidl	Pacific Science Center
David Fischer	Broadway Center for Performing Arts	Bill McSherry	Puget Sound Regional Council
Anne Fennessy	Cocker Fennessy	Eric Schinfeld.....	Puget Sound Regional Council
Barry Smith.....	Future of Flight	Bob Cundall	Seattle Art Museum
Kevin Hughes.....	Hughes & Associates	Kelly Tweeddale	Seattle Opera
Gerry Johnson	K&L Gates	David Brewster	Crosscut.com

Higher Education Working Group

David K.Y. Tang, Chair K&L Gates

Terry Byington	AeA	Anne Keeney.....	Seattle Jobs Initiative
Nancy Atwood.....	AeA (formerly)	Rhonda Simmons.....	Seattle Jobs Initiative (formerly)
Richard Hartnett	The Boeing Company	Kim Zentz.....	SIRTI – Spokane Intercollegiate Research and Technology Institute
Susan Champlain.....	The Boeing Company	Charles Bofferding.....	SPEEA
Bart Phillips.....	Columbia River Economic Development Council	Kristin Farr.....	SPEEA
Jeff Gombosky.....	Eastern Washington University	Susannah Malarkey.....	Technology Alliance
Nate Miles.....	Eli Lilly & Co	Carl Adrian	Tri-Cities Industrial & Development Council
Bill Grinstein	Chair, Higher Education Coordinating Board	Dr. Mark A. Emmert	University of Washington
Ann Daley	Higher Education Coordinating Board	Randy Hodgins	University of Washington
Earl Hale.....	Higher Education Coordinating Board	Dr. Ed Lazowska.....	University of Washington
Dr. Jim Sulton	Higher Education Coordinating Board (formerly)	Dr. David Lovell.....	University of Washington, Council of Faculty Representatives
Brian Enslow.....	House Appropriations Committee	Harlan Patterson.....	University of Washington
Charlie Gavigan	House Appropriations Committee	Scott Woodward.....	University of Washington
Sarah Ream.....	House Higher Education Committee	Sarah Reyneveld.....	UW Daniel J. Evans School of Public Affairs
Jennifer Thornton.....	House Higher Education Committee	Charlie Earl.....	WA State Board for Community & Technical Colleges
Violet Boyer	Independent Colleges of Washington	DelRae Oderman	WA State Board for Community & Technical Colleges
Greg Scheiderer	Independent Colleges of Washington	Dr. Loretta Seppanen	WA State Board for Community & Technical Colleges
Arch Miller	International Air & Hospitality Academy	Jane Yoshiwara.....	WA State Board for Community & Technical Colleges
Ricardo Sanchez	Latino/a Educational Achievement Project	Marc Frazier	Washington Roundtable
Neil McReynolds.....	McReynolds Associates/Eastern Washington University	Steve Mullin.....	Washington Roundtable
Jane Broom.....	Microsoft Corporation	Representative Fred Jarrett.....	Washington State Legislature
DeLee Shoemaker.....	Microsoft Corporation	Representative Phyllis Kenney.....	Washington State Legislature
Marc Webster	Office of Financial Management	Representative Skip Priest	Washington State Legislature
Debora Merle.....	Office of the Governor	Representative Helen Sommers.....	Washington State Legislature
Megan Owen.....	Office of the Governor	Dr. Elson Floyd.....	Washington State University
Dana Richardson.....	Office of the Governor (formerly)	Larry Ganders.....	Washington State University
Jim Bricker	PEMCO; WA State Board for Community & Technical Colleges	Marcia Garrett	Washington State University
Commissioner Connie Niva.....	Port of Everett	Dr. V. Lane Rawlins.....	Washington State University
Phil Bussey.....	Puget Sound Energy	Dr. Michael Salvador	Washington State University, Council of Faculty Representatives
Angela Kerwin	Puget Sound Regional Council	Dr. Jane Sherman	Washington State University
Bill McSherry	Puget Sound Regional Council	Dr. Charlotte Garrido	Washington State University, Kitsap Extension
Bob Drewel	Puget Sound Regional Council	Lewis A. McMurrin.....	WSA
Carolyn Yeager.....	Seattle Central Community College	Rita Ryder.....	YWCA of Seattle–King County–Snohomish County
Dr. Charles Mitchell	Seattle Community College District		

Minority Economic Development Working Group

Councilmember David Della, Co-ChairSeattle City Council

Estela Ortega, Co-ChairEl Centro de la Raza

Nate Miles, Co-ChairEli Lilly & Co.

Councilmember Conrad Lee Bellevue City Council
 Miranda Kato Bellevue Entrepreneur Center
 Gilbert Pettitt The Boeing Company
 Janice Green The Boeing Company
 Karen Shaw City of Everett
 Stella Chao City of Seattle, Department of Neighborhoods
 Alice Davis Community Capital Development
 Jim Thomas Community Capital Development
 Alex Borromeo Filipino Chamber of Commerce
 of the Pacific Northwest
 George Griffin G3 & Associates
 Dr. Andrew Harris Harris & Associates
 Sandy Hanks King County, Business Relations & Economic
 Development
 George Northcroft King County, Business Relations & Economic
 Development
 Councilmember Jim Pearman Mercer Island City Council

Damian Cordova Office of U.S. Congressman Jim McDermott
 Commissioner Lloyd Hara Port of Seattle
 Lilyian Caswell-Isley Port of Seattle
 Marveta Toler Prudential Northwest Realty
 Bill McSherry PSRC
 Eric Schinfeld PSRC
 Councilmember Richard McIver Seattle City Council
 Frederick Bletson Snohomish County
 David Tyner III Tyrisco, Inc.
 JJ Frank United Way of Snohomish County
 Shaun Spearmon UW Business & Economic Development Center
 Michael Verchot UW Business & Economic Development Center
 Novelett Cotter Urban Enterprise Center
 Alan Kurimura Uwajimaya
 Representative Phyllis Kenney Washington State Legislature
 Rep. Sharon Tomiko Santos Washington State Legislature

Regional Housing Strategy Working Group

Bill Longbrake, Co-Chair WaMu

Rita Ryder, Co-Chair YWCA of Seattle–King County–Snohomish County

Bill Block 10-Year Plan to End Homelessness
 Arthur Sullivan ARCH
 Alex Johnston Bank of America
 Gene Duvernoy Cascade Land Conservancy
 Mayor Cary Bozeman City of Bremerton
 Adrienne Quinn City of Seattle, Office of Housing
 Melany Brown Executive Alliance
 Councilmember Eric Faison Federal Way City Council
 June Robinson Housing Consortium of Everett & Snohomish
 County
 Carla Okigwe Housing Development Consortium
 Heyward Watson Impact Capital
 Stephanie Warden King County, Department of Development
 & Environmental Services
 Norman McLoughlin Kitsap County Consolidated Housing Authority
 Hal Ferris Lorig Associates
 Sam Anderson Master Builders Association of King & Snohomish
 Counties
 Michael Luis Michael Luis & Associates

John Purbaugh Pierce County Planning Commission
 Bob Drewel Puget Sound Regional Council
 Carol Naito Puget Sound Regional Council
 Eric Schinfeld Puget Sound Regional Council
 Councilmember Richard McIver Seattle City Council
 Mike Stanger Snohomish County, Planning & Development Services
 Michael Hubner Suburban Cities Association
 Councilmember Julie Anderson Tacoma City Council
 Connie Brown Tacoma–Pierce County Affordable Housing Consortium
 David Graybill Tacoma–Pierce County Chamber of Commerce
 Dale Sperleng Unico Properties
 Jeanette Henderson University of Washington
 Kelly Mann Urban Land Institute
 Lyn Tangen Vulcan
 Leonard Bauer WA State Department of Community, Trade
 & Economic Development
 Erik Strom WaMu
 Bryan Wahl Washington Association of Realtors
 Rick Bender Washington State Labor Council

Prosperity Partnership Working Groups (continued)

Tax Structure Steering Committee

Irwin Treiger, Co-Chair Dorsey & Whitney

Ralph Amon	The Boeing Company	Councilmember Dow Constantine	Metropolitan King County Council
Bob Watt	The Boeing Company	John Okamoto	Port of Seattle
Deputy Mayor John Chelminiak	City of Bellevue	Gary Strannigan	Safeco Corporation
Hugh Spitzer	Foster Pepper	Dr. Neil Bruce	University of Washington
Jay Reich	K&L Gates	Dr. Kriss Sjoblom	Washington Research Council
Jim Peoples	KeyBank National Association		

Washington Clean Technology Alliance

David Allen, Co-Chair McKinstry

Bill McSherry, Co-Chair Puget Sound Regional Council

Graham Evans, Executive Director Washington Clean Technology Alliance

Robin Conger	Battelle/Pacific Northwest National Laboratory	Frank Paganelli	Propel Biofuels
Marc Cummings	Battelle/Pacific Northwest National Laboratory	Thomas Maclean	Puget Sound Energy
Gary Spanner	Battelle/Pacific Northwest National Laboratory	Joan Chen	Puget Sound Regional Council
Jan Allen	CH2M HILL	Rollie Dawson	Reclaim Technologies
Brian Surratt	City of Seattle, Office of Economic Development	David Benson	Stoel Rives
Herb Pearse	Eco-tec-Inc	Mark Calhoon	WA State Department of Community, Trade & Economic Development
Steve Gerritson	enterpriseSeattle	George Sharp	WA State Department of Community, Trade & Economic Development
Jon Kroman	Garvey Schubert Barer	Tim Stearns	WA State Department of Community, Trade & Economic Development
Robin Toth	Greater Spokane Inc	Susan Webb	WA State Department of Community, Trade & Economic Development
Tim Botkin	Kitsap SEED	John Gardner	Washington State University
Brian Floyd	McKinstry	Marcia Garrett	Washington State University
Genevieve Guinn	McKinstry	Grant Norton	Washington State University
Bert Gregory	Mithun	Lee Cheatham	Washington Technology Center
David Walsh	Mithun		
Ken Attebery	Port of Bremerton		
Tim Thomson	Port of Bremerton		
Nat Sahlstrom	Prometheus Energy		



Prosperity
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Please visit www.prosperitypartnership.org for the complete
Puget Sound Regional Competitiveness Indicators: 2007-2008 Update.