



Strategic Plan for a Regional Economic Gardening Program

**Submitted to the Economic Gardening Task Force of the
Association of Regional Economic Development Partners, Inc.**

February 12, 2008

Prepared by Christine Hamilton-Pennell



Growing Local Economies

Resources • Training • Consulting

www.growinglocaleconomies.com

**Funding provided by a grant from the U.S. Economic Development Agency
through the Portland/Vancouver Economic Development District**

Association of Regional Economic Development Partners, Inc.
Strategic Plan for a Regional Economic Gardening Program
Prepared by Christine Hamilton-Pennell, Growing Local Economies
February 2008

Table of contents

<u>Executive Summary</u>	iii
<u>Introduction</u>	1
<u>Strategic Plan Methodology</u>	5
<u>Information Gathering Process</u>	5
<u>Operating Assumptions</u>	5
<u>Determination of Target Audience</u>	6
<u>Current Situation</u>	10
<u>Business and Economic Analysis</u>	10
<u>Economic Trends</u>	10
<u>Workforce Trends</u>	10
<u>Population Trends</u>	13
<u>SWOT analysis—Strengths, Weaknesses, Opportunities, and Threats</u>	13
<u>Introduction</u>	13
<u>Strengths</u>	14
<u>Weaknesses</u>	16
<u>Opportunities</u>	17
<u>Threats</u>	18
<u>Vision and Goals</u>	20
<u>EG Delivery Models and Requirements</u>	22
<u>Introduction</u>	22
<u>Assumptions</u>	23
<u>Distributed Counseling Function</u>	24
<u>Coordination Function</u>	25
<u>Research/Technical Assistance Function</u>	25
<u>Small Business Referral Website</u>	26
<u>Flow of Work</u>	26
<u>EG Delivery Models</u>	27
<u>Basic Model</u>	27
<u>Expanded Model</u>	29
<u>Funding Considerations</u>	31
<u>Scaling Up the Program</u>	31
<u>Expanded Services and Strategic Partnerships</u>	32

<u>Implementation Program</u>	33
<u>Critical Path Action Items</u>	33
<u>Implementation Timeline</u>	36
<u>Appendices</u>	39
Appendix A – Interviews with Key Players	
Appendix B – Economic Gardening Models with Centralized Market Research Function	
Appendix C – Resource Directory of Business Service Organizations	
Appendix D – Proposal from Access/Information	
Appendix E – Proposal from USSourceLink	
Appendix F – Proposal from WebEG	
Figure 1 – Overview of EG Consulting/Research Process	
Figure 2 – EG Consulting/Research Process from Client/Counselor Perspective	

Executive Summary

Portland Regional Economy

The Portland-Vancouver region functions as an economic unit in the world economy. The area's economic prosperity depends on its ability to compete successfully as a region, transcending local political boundaries and capitalizing on its distinctive economic strengths and assets (see Regional Business Plan, <http://www.regionalbusinessplan.com>). The Portland-Vancouver region enjoys numerous competitive assets, including several strong industry clusters, recognized innovation capabilities, an entrepreneurial spirit, excellent quality of life, and a highly educated workforce.

The Portland-Vancouver region has developed several economic development initiatives that cross political boundaries, including Greenlight Greater Portland, the Association of Regional Economic Development Partners (Regional Partners), and the Portland-Vancouver Economic Development District. While the specific focus of each of these entities is different, their principal goal is to strengthen the economy of the region. Current regional efforts to attract new businesses as well as retain and expand existing large companies are strong. However, the area currently lacks a coordinated regional approach to expanding the economy from within by supporting and strengthening local small traded-sector companies, those existing businesses that are growing and bringing new wealth into the region by tapping external markets.

Regional Partners has recently undertaken an effort to implement a regional Economic Gardening Program that will address this need. The Economic Gardening Program is a cross-jurisdictional initiative that will assist small and growing businesses within the region's targeted industry clusters to become more competitive in the global economy, thus promoting economic growth for the entire region.

History and Rationale

Recent research studies indicate that promoting entrepreneurship and small business development makes sense as an economic development strategy. The U.S. Small Business Administration's 2006 *Report to the President* devotes an entire chapter to the benefits of economic gardening, an entrepreneurial approach to economic development first pioneered in Littleton, Colorado.

Littleton's Economic Gardening Program has been operating for almost 20 years, and during that period of time the city has enjoyed a three-fold increase in sales tax revenues, as well as doubling the number of jobs created (from around 15,000 to more than 30,000). During the same period of time, the city population increased by only 24%, and no money was spent on recruiting businesses or providing special incentives or tax breaks to new employers. The Littleton City Council has continued to support the initiative because of its proven return on investment, and because of the strong positive response from the business community.

Regional Partners has been studying economic gardening as a regional approach to growing the economy for the past two years, and has come to the conclusion that it has merit as an economic development strategy for the Portland-Vancouver region. A grant

from the U.S. Economic Development Agency supported the creation of this Strategic Plan to assist with implementing an Economic Gardening Program in the Portland region.

Economic Gardening Approach

Economic gardening is an approach to economic development that focuses on growing local small businesses rather than luring large enterprises to move into the area from elsewhere. Specifically, economic gardening addresses the strategic information needs of small, traded-sector businesses that have the potential for growth and the ability to bring new wealth into the region.

Many small businesses lack crucial information on markets and competitors, which can ultimately restrict their growth. In addition, growing companies face unique challenges in scaling up their systems and processes to accommodate their expanding operations, developing their management team, and finding qualified workers. The Economic Gardening (EG) Program will help remedy this situation by providing targeted businesses with access to highly-trained business counselors and researchers who in turn have entrée to corporate-level databases, demographic data, and market research information, as well as links to a network of service providers with specialized business expertise. Typical EG Program services might include helping a business identify market opportunities, analyze their competitors, develop new products, grow their leadership team, expand their customer base, and find research on cutting edge technology, manufacturing or marketing techniques. By providing these unique services the EG Program will enhance and complement other economic development initiatives in the region.

Regional infrastructure issues, including the tax and regulatory environment, access to land and facilities, transportation logistics, and K-20 education, must also be addressed for local entrepreneurs to succeed. An Economic Gardening Program cannot address all of these needs; it must be part of the larger economic growth strategy represented in initiatives such as the Comprehensive Economic Development Strategy for the Portland-Vancouver Metropolitan Region (2005), the Regional Business Plan (2006), and the Oregon Innovation Plan (2007).

Economic Gardening Program Strategic Plan

This Strategic Plan outlines the steps necessary to implement a regional Economic Gardening Program. An analysis of existing assets reveals that the Portland-Vancouver region has more than 120 economic development entities and business service providers that offer services to small businesses. Numerous organizations offer business planning services, one-on-one counseling, workshops and training, and networking opportunities to both start-up and existing geographically based businesses. Areas in which gaps exist include a one-stop referral service linking all the resources available to small business owners; assistance with developing web-based marketing strategies; and customized competitive intelligence and market research for small and growing traded-sector businesses.

The Economic Gardening Program can take advantage of the existing network of business counselors available through organizations such as the Small Business Development Centers, SCORE, and local financial institutions, to provide the counseling

functions for the EG program. Two models for delivery of the program are identified in the Strategic Plan: a basic model with one full-time-equivalent staff person to provide the coordination and research functions using a simple set of tools and resources, and an expanded model that includes additional staff, a more robust set of tools and resources, and a broader set of services that includes Web market analysis and a small business referral website.

The budgets for these options range from \$120,000 to \$310,000 and assume that some administrative support and in-kind office space will be donated to the program. The proposed Economic Gardening Program will start with a pilot project and scale up as funds and program capacity increase. Other strategic partners such as universities and public libraries will be brought in as the program expands.

Introduction

The Association of Regional Economic Development Partners (Regional Partners) exists as an organization to strengthen the economy of the Portland region. Since its inception, Regional Partners, comprising 27 economic development and business entities in six counties, has striven to achieve this principal goal through a wide range of initiatives that span the full economic development spectrum, from new business recruitment to retention and expansion of existing businesses. The Regional Partners has undertaken an initiative to implement an Economic Gardening Program that will benefit small and growing businesses in the Portland metropolitan area and promote economic growth in the region as a whole.

History and Rationale for an Economic Gardening Program

In early 2006, the Partners became intrigued with the relatively new concept of economic gardening. To explore this concept further, the Partners brought to Portland a long-time expert and innovator in this field, Chris Gibbons of Littleton, Colorado. The purpose of Mr. Gibbons' visit was to have more in-depth discussion regarding this approach to economic development and to analyze if such an approach could be a useful tool within our region.

Recent research studies indicate that promoting entrepreneurship and small business development makes sense as an economic development strategy. The U.S. Small Business Administration's *2006 Report to the President* devotes an entire chapter to the benefits of economic gardening first pioneered in Littleton, Colorado. The SBA has long recognized the important role small businesses play in the United States economy. It reports that firms with fewer than 20 employees represent 97.5 percent of the total number of firms, account for half of U.S. nonfarm real gross domestic product, and have generated 60 to 80 percent of the net new jobs in the United States over the past decade.

The Economic Gardening Program in the City of Littleton, Colorado, was highlighted in the SBA report. It has been operating for almost 20 years, and during that period of time the city has enjoyed a three-fold increase in sales tax revenues, as well as doubling the number of jobs created (from around 15,000 to more than 30,000). During the same period of time, the city population increased by only 24%, and no money was spent on recruiting businesses or providing special incentives or tax breaks to new employers. The Littleton City Council has continued to support the initiative because of its proven return on investment, and because of the strong positive response from the business community.

In early 2007, the Partners held their annual members retreat to develop a work plan for the coming year. One result of the work plan was the formation of an Economic Gardening Task Force charged with examining this economic development opportunity further and determining what future steps, if any, should be taken. The Task Force decided to pursue the development of a strategic economic gardening plan for the Portland region. To help with such an effort, the Regional Partners requested and received grant funds from the U.S. Economic Development Agency. The grant funds

have been used to provide the task force with consulting expertise in the economic gardening field to help with the development of this strategic plan.

Economic Development Context

The Economic Gardening Program is one piece in the larger Portland area economic development (ED) puzzle. Regional initiatives such as the newly-formed Greenlight Greater Portland focus on marketing and recruiting new businesses to the Portland region. Local practitioners and economic development jurisdictions provide ED fulfillment and implementation through both business recruitment and business retention/expansion (BRE) activities. Business advocacy is addressed by local business associations such as chambers of commerce.

The proposed Economic Gardening Program fits primarily under the BRE rubric. It will address the strategic information needs of small, traded-sector businesses in the Portland metropolitan area that have the potential for growth and the ability to bring new wealth into the region. Many small businesses lack crucial information on markets and competitors that can ultimately restrict their growth. In addition, growing companies face unique challenges in scaling up their systems and operations to manage growth, developing their management team, and finding qualified workers. The Economic Gardening Program will help remedy this situation by providing targeted businesses with access to highly-trained business counselors and researchers who in turn have entrée to corporate-level databases, demographic data, and market research information, as well as a network of service providers with specialized business expertise. Typical EG Program services might include helping a business identify market opportunities, analyze their competitors, develop new products, grow their leadership team, expand their customer base, and find research on cutting edge technology, manufacturing or marketing techniques. By providing these unique services the EG Program will enhance and complement other economic development initiatives in the region.

Regional infrastructure issues—both physical and quality of life—must also be addressed for local entrepreneurs to succeed. Entrepreneurs want to live and raise their families in safe communities with good schools and universities. They need access to capital—both human and financial; they need access to technical assistance and external markets; they must have a friendly tax and regulatory environment; they must have access to appropriate facilities; they must be able to create strategic alliances with other business owners and supply chain managers; and they must develop the capacity to manage their enterprises successfully in a global marketplace. An Economic Gardening Program cannot address all of these needs; it must be part of the larger economic growth strategy represented in initiatives such as the Comprehensive Economic Development Strategy (CEDS) for the Portland-Vancouver Metropolitan Region (2005), the Regional Business Plan (2006), and the Oregon Innovation Plan (2007).

A common theme of both the CEDS and Regional Business Plan is the emphasis on the *region* as the unit of economic development. Ninety-seven percent of those who work in the Portland Metropolitan area live here; ninety-eight percent of those who live here work here. As stated on the Regional Business Plan website, “Our economic prosperity depends on our ability to compete successfully as a region, transcending local political

boundaries, and capitalizing on our distinctive economic strengths and assets” (<http://www.regionalbusinessplan.com>). The global economy can be seen as a collection of competing metropolitan economies, each of which enjoys an advantage based on the distinctive set of knowledge and expertise that has developed around its industry clusters. “Regions around the world have developed public/private partnerships to coordinate economic strategy at a regional level” (Regional Business Plan, p. 3), and this EG Program is an example of a public/private initiative that will promote the economic vitality of the region.

Regional Partners has identified several specialized industry clusters that have the greatest impact on the Portland-Vancouver regional economy:

- High technology
- Metals, machinery and transportation equipment
- Nursery products
- Specialty foods and food processing
- Creative services
- Sports apparel/recreation-related products
- Bioscience
- Sustainable industries
- Distribution and logistics

The proposed Economic Gardening Program will focus on the needs of entrepreneurs in these sectors, while recognizing that some professional and business services companies, as well as food services and accommodations, also have a certain percentage of their revenue that comes from outside the region.

The Oregon Innovation Council’s *2007 Innovation Plan* emphasizes the important role innovation plays in any modern economy. It is as important to small businesses as to big businesses. The *Innovation Plan* identifies four essential factors that make innovation more likely: entrepreneurial talent, research and development (R&D) capacity, connectedness among people and firms, and money to help turn R&D into products and services that people want to buy (<http://www.oregoninc.org/07plan/summary.htm>). An Economic Gardening Program can assist local entrepreneurs with the strategic information they need to carry out the R&D functions, as well as connecting them to other people and firms in the region that will provide them with a competitive advantage.

A regional economic gardening (EG) model for the Portland metropolitan area must accommodate the needs of multiple entities—political jurisdictions, economic development agencies, government agencies, business support organizations, and private partners. It must also select a target group from the larger business audience to receive its services. It needs to demonstrate its impact on the region in some concrete way, and to harmonize with economic and business development initiatives already in place. Regional Partners contracted with Growing Local Economies to prepare this Strategic Plan (with funds provided through a U.S. Economic Development Agency grant) in

order to address the myriad issues that arise in planning and implementing a regional Economic Gardening Program.

Strategic Plan Details

This Strategic Plan has several sections. It details the Strategic Plan Methodology, including the information gathering process, the operating assumptions utilized in developing the plan, and the process used to determine the target audience for the Economic Gardening Program. The section on the Current Situation answers the question, “Where are we now?” It analyzes the economic, business, and workforce climate in the region, and assesses the region’s strengths, weaknesses, opportunities, and threats related to small business services. The section on Vision and Goals moves beyond the current situation to the desired end-state or goals for the program. It addresses the question, “Where do we want to be?” The basic functions and delivery options of an Economic Gardening Program are explored in the section on EG Delivery Models and Requirements, and the action plan is detailed in the Implementation Program. Appendices include a Resource Directory of Business Service Organizations as well as descriptions of other Economic Gardening Programs, proposals from training and research organizations, and flow charts of the EG consulting and research process.

This Strategic Plan supports the broader goals of the Regional Partners by providing a road map for implementing an initiative that fosters collaboration among its partners in promoting regional economic development. By adopting this plan, the Regional Partners will have a framework for making orderly and strategic decisions about implementing an Economic Gardening Program that will benefit the individual entities as well as the region as a whole.

Strategic Plan Methodology

Information Gathering Process

The process of gathering information for this Strategic Plan included all necessary stakeholders, to the extent possible given time and geographic constraints. It was developed with significant input from the Regional Partners Economic Gardening Task Force (EGTF), as well as other key players in the Portland Metropolitan area. Principal consultant Christine Hamilton-Pennell of Growing Local Economies attended EGTF meetings held on September 11, December 11, 2007, and January 8, 2008 by teleconference, and subcontractor Michelle Fennimore attended the first meeting in person. Feedback from the group was also solicited and provided through email exchanges with members of the EGTF, primarily through Chairman David Beam. Other input was gathered through telephone and onsite interviews with representatives of two universities, three Small Business Development Center directors, library staff at two public library systems, Metro staff, and other economic development professionals in the Portland region (see Appendix A).

Secondary research was performed using business and government databases to determine the economic climate and business landscape in the Portland region. Sources consulted included:

- ReferenceUSA
- Dun & Bradstreet Million Dollar Database
- Woods and Poole, *2006 State Profile*, Portland-Vancouver-Beaverton MSA
- Metro Regional Government, *2000-2030 Regional Forecast* and other reports
- Edward Lowe Foundation
- Oregon Employment Department data and articles
- OECD data and reports
- U.S. Bureau of Labor Statistics
- U.S. Census Bureau

Michelle Fennimore of Competitive Insights, who served as a subcontractor for the project, collected the information used to assemble the directory of business service organizations. She gathered information through organization websites, phone calls, and site visits with the service providers included in the directory. In addition, she participated in several interviews with key players in the Portland region.

The key issues and goals included in both the Comprehensive Economic Development Strategy (CEDS) for the Portland-Vancouver Metropolitan Region, and the Regional Business Plan are also addressed in this Strategic Plan.

Operating Assumptions

The following assumptions about economic principles and conditions have informed the development of this Strategic Plan:

- Economies are regional in nature. Economic growth in the Portland region is dependent upon bringing in new wealth from outside the region. Businesses that sell their goods and services outside the region are known as traded-sector companies. Traded sector businesses have an economic impact on the region; other businesses (e.g., retail and local service businesses) merely recirculate the wealth that already exists in the region. Other sources of wealth from outside the region include state and federal government spending (jobs, contracts, and transfer payments), retirement income, tourism, and higher education. Even very small businesses can have markets outside the region, particularly with the expanding opportunities for e-commerce. According to the Regional Business Plan, about a quarter to a third of the region's employment activity is part of the traded sector (p. 9).
- Most new job growth comes from existing businesses. A recent report from the California Public Policy Institute revealed that over a ten-year period less than one percent of new job growth came from relocations of businesses to California; the vast majority came from expansions of existing businesses and births of new businesses (David Neumark, Junfu Zhang, and Jed Kolko, *Interstate Business Relocation: An Industry-Level Analysis*, Public Policy Institute of California, 2006, <http://www.ppic.org/main/publication.asp?i=694>).
- Growing or expanding traded sector businesses produce the greatest economic impact on the Portland region, particularly those businesses that create new jobs with wages of at least \$35,000 per year. Specialized manufacturing, software development, and high-tech businesses have potential in this area. The regional Economic Gardening Program will produce the greatest economic impact by helping businesses that have high wage potential and current or potential markets outside the region to grow and produce new jobs.
- Local politicians and government leaders have pressures to meet the needs of their local business communities, regardless of the overall economic impact on the region. The needs of local, geographically based small businesses must be addressed in some way.
- The regional Economic Gardening Program is one piece of a larger regional effort in economic and community development. The Strategic Plan for this program builds on the work already done in the Comprehensive Economic Development Strategy (CEDS) for the Portland-Vancouver Metropolitan Region, and the Regional Business Plan.

Determination of Target Audience

The Regional Partners Economic Gardening Task Force, at its September 11, 2007 meeting, suggested the following criteria as a general guideline for choosing a target business audience of a regional Economic Gardening Program: growth companies with ten to 100 employees operating in the traded sector that are not retail and fall into the specialized clusters identified in the Regional Business Plan, e.g., apparel and sporting

goods; food processing; and metals, machinery and transportation equipment. The size criteria correspond substantially to the definition from the Edward Lowe Foundation for second-stage companies, which it describes as companies “that have grown past the startup stage but have not grown to maturity. They have enough employees to exceed the comfortable control span of one owner/CEO and benefit from adding professional managers, but they do not yet have a full-scale professional management team.” In terms of numbers, “employee numbers and revenue ranges vary by industry, but the population of firms with 10–100 employees and/or \$750,000 to \$50 million in receipts includes the vast majority of second-stage companies” (<http://edwardlowe.org/index.elf?page=ss>).

Secondary sources of data on businesses in the Portland region were analyzed using the numbers associated with second-stage companies, as well as additional indicators that fit the suggested target audience. The geographic area used in the analysis is the Portland-Vancouver-Beaverton, OR-WA MSA. The total number of businesses in the Portland MSA is more than 100,000. ReferenceUSA lists the figures as 104,948 and Dun and Bradstreet data indicates 87,176 businesses.

Using available data sources,* the numbers of businesses in the Portland region can be further broken down as follows:

Table 1

Characteristic	Number of Businesses (Portland MSA)	Data Source
Home-based businesses	10,640	ReferenceUSA
10 to 100 employees	13,308	D&B Million Dollar Database
	18,454	ReferenceUSA
10 to 100 employees AND NOT retail/food services	11,995	D&B Million Dollar Database
	13,792	ReferenceUSA
10 to 100 employees AND Manufacturing	1,428	D&B Million Dollar Database
	1,852	ReferenceUSA
Revenues \$750K to \$50M	13,638	D&B Million Dollar Database
Revenues \$750K to \$50M AND 10 to 100 employees	9,150	D&B Million Dollar Database
Revenues \$750K to \$50M AND 10 to 100 employees AND NOT retail/food services	7,946	D&B Million Dollar Database
Revenues \$750K to \$50M AND 10 to 100 employees AND Manufacturing	1,242	D&B Million Dollar Database
Export and Import/Export companies	209	D&B Million Dollar Database

Employment growth (past year) of $\geq 10\%$ (all businesses, excluding retail/food services)	482	D&B Million Dollar Database
Employment growth (past year) of $\geq 10\%$ AND Revenues \$750K to \$50M AND 10 to 100 employees (all businesses, excluding retail/food services)	320	D&B Million Dollar Database

*Available data sources consulted include the Dun & Bradstreet Million Dollar Database, Woods and Poole 2006 State Profile for the Portland-Vancouver MSA, ReferenceUSA, Metro Regional data and reports, OECDD data and reports, U.S. Bureau of Labor Statistics (Metropolitan Area at a Glance), and the U.S. Economic Census. The variation in numbers between the databases reflects different collection methods and criteria; for example, not as many home-based businesses (non-covered employment) are included in some data sources. In many cases, all data is not available for every business, so many businesses that actually fit selected criteria may be excluded from search results because the data is not in the record. Also note that databases generally experience a decay rate of approximately one percent per month in the accuracy of the data.

Table 2 shows the breakdown by sector of businesses with 10 to 100 employees (Portland and Salem MSAs):

Table 2

Sector	Number of Businesses
Aerospace/Aviation	4
Agriculture/Fishing	373
Apparel (manufacturing)	26
Arts/Entertainment/Recreation	278
Defense/security	89
Environmental/Green/Sustainable	35
Finance/Insurance	771
Food products (manufacturing)	488
Healthcare	1,058
High tech (manufacturing)**	191
Professional/Technical/Scientific	1,513
Software	117
Sports apparel (not retail)	19
Telecommunications	108
Transportation equipment (manufacturing)	74
Waste management/Remediation	106

**“High tech” comprises a wide range of sectors; this number represents an estimate based on SIC codes related to manufacturing of electrical and electronic machinery, equipment and supplies; and manufacturing of measuring, analyzing, and controlling instruments.

Source: D&B Million Dollar Database.

Existing economic gardening (EG) programs in other locations, for example, Littleton, Colorado, the state of Wyoming, and Chico, California (see Appendix B), serve about 200 businesses per year, per full-time staff member (assuming an average contact and service time of two to three hours per business). The Portland program is targeting

higher-level growth businesses and will most likely average four to eight hours of contact/service time per business. Assuming one full-time-equivalent research staff person, the EG Program will be able to provide services to approximately 80 businesses per year. Approximately 15 to 20 percent of all eligible businesses take advantage of the EG services in a given year in Littleton. Using all of this data, and assuming one full-time-equivalent research staff person for the Portland EG Program, the set of businesses to be targeted for the pilot program should be around 400 to 550 businesses.

There are several possible target audiences for the Portland-Vancouver-Beaverton MSA:

- Second-stage companies (10 to 100 employees and revenues of \$750,000 to \$50 million) in the manufacturing sector (1,242).
- Companies (excluding retail/food services) with employment growth of at least 10 percent (482).
- Second-stage companies (excluding retail/food services) with employment growth of at least 10 percent (320).
- Companies that export or import and export products and services (209).
- Companies with 1 to 10 employees that have an actual or potential market outside the region and who want to grow their business (this group will have to be identified by local service providers and can include home-based businesses and independent retail companies with an external market).

These figures are based on secondary data sources and will need to be augmented by consulting local economic development and business counseling entities that have contact with existing businesses on a regular basis.

Current Situation

Business and Economic Analysis

For the purposes of this analysis, we are using the Metropolitan Statistical Area (MSA) as defined by the U.S. Census Bureau

(<http://www.census.gov/population/www/estimates/metrodef.html>). The Portland-Vancouver-Beaverton, OR-WA MSA includes Clackamas, Columbia, Multnomah, Washington and Yamhill counties in Oregon, and Clark and Skamania counties in Washington.

Economic Trends

The State of Oregon experienced a recession starting in 2001, but the economy has been rebounding since 2004. Oregon's 2006 employment level was at an all-time high, topping 1.75 million. Projected occupational employment for 2016 is expected to approach two million, representing employment growth of 14 percent (Oregon Employment Department, *Regional Projections by Industry & Occupation 2006-2016*, <http://www.qualityinfo.org/olmisj/PubReader?itemid=00003217>).

According to the *2000-2030 Regional Forecast* produced by Metro economists, long-run employment prospects are expected to be favorable for the Portland region. Job growth is expected to exceed U.S. growth rates. The Portland region has a strong manufacturing base, and manufacturing jobs are expected to grow at an average of 0.8 percent a year – fueled primarily by high tech developments. Non-manufacturing jobs are expected to average 2.0 percent growth per year. The total projected growth is 1.9 percent average annual growth as compared to 3.0 percent during the last 30 years (Metro, *Economic Report to the Metro Council: 2000-2030 Regional Forecast*, <http://www.metro-region.org/index.cfm/go/by.web/id=24906>).

Workforce Trends

According to the U.S. Bureau of Labor Statistics, total employment for the Portland and Salem MSAs was 1,154,400 persons as of October 2007 (see Table 3).

Table 3

Portland-Vancouver-Beaverton, OR-WA MSA			
Category	Number (10/07)	Type	% change since 10/06
Civilian Labor Force	1,154,400	Persons	Nonfarm 1.2
Trade, Transportation, and Utilities	206,700	Jobs	0.7
Government	142,600	Jobs	1.1
Professional and Business Services	138,800	Jobs	1.4
Education and Health Services	129,000	Jobs	2.3
Manufacturing	127,200	Jobs	-0.7
Leisure and Hospitality	96,600	Jobs	2.3
Construction	68,900	Jobs	3.9
Financial Activities	70,400	Jobs	-0.1

Source: U.S. Bureau of Labor Statistics Metropolitan Economy at a Glance,
http://www.bls.gov/eag/eag.or_portland_msa.htm

The Woods and Poole *2006 State Profile* for the Portland-Vancouver-Beaverton MSA projects a shift in the types of jobs in the region, primarily in manufacturing and services (farming and government sectors will remain fairly stable). From 2000 to 2030, the percent of manufacturing jobs (not necessarily the *number* of jobs) is expected to decline from 12.44 percent to 8.69 percent, while the percent of jobs related to services is projected to rise from 31.52 percent to 40.68 percent.

The top growth sector for new jobs in Oregon is healthcare, which is projected to have a 28 percent growth in employment from 2006 to 2016. These new jobs will be divided between high-wage positions such as registered nurses, and lower-wage support staff positions such as home health care aides, orderlies, and attendants. Other areas of projected high job growth include office and administrative support, particularly general office clerks; and service jobs that are closely linked to population counts (e.g., food service, grounds keeping, and hairdressing), which are expected to grow 19 percent. Most of these service jobs pay relatively low wages. Relatively high-paying occupations with over 2,000 growth and replacement openings anticipated throughout the state from 2006 to 2016 include sales representatives, real estate agents, electricians, and plumbers, as well as teachers, accountants, and operations managers. (Brenda Turner, "2006-2016 Occupational Projections Show Many Openings," Oregon Employment Department, November 28, 2007,
<http://www.qualityinfo.org/olmisj/ArticleReader?itemid=00005718>).

In terms of educational requirements, six out of ten jobs in Oregon required only on-the-job (OJT) training in 2006, while roughly one-third required some education beyond high school, a figure which will likely drop to 28 percent by 2016. The majority of high-paying jobs, however, are associated with higher levels of education. Sixty percent of jobs paying a median wage above \$45,000 per year require a bachelor's degree or higher. (Brenda Turner, "2006-2016 Occupational Projections Show Many Openings," Oregon Employment Department, November 28, 2007,
<http://www.qualityinfo.org/olmisj/ArticleReader?itemid=00005718>).

The labor shed (i.e., the geographic region from which employees commute to work) for the Portland region now extends from northern Clark County, Washington to Marion, Polk and Yamhill counties in Oregon. Nearly 41,000 workers commute daily from Clark County to Multnomah County, and over 9,000 commute from Multnomah, Washington, and Clackamas counties to Clark County. Likewise, a substantial number of workers commute from Marion County to Washington County and vice versa. (Metro, *Journey to Work, County Worker Flows, 1970, 1980, 1990 and 2000*, <http://www.metro-region.org/index.cfm/go/by.web/id=24905>).

Self-employment continues to be more important to Oregon's labor market than it is nationally. Oregon's level of self-employment is around seven percent, higher than the national average. (Jason J. Yohannan, "Self-Employment Dips During Recession, Then

Rebounds,” Oregon Employment Department, October 27, 2005, <http://www.qualityinfo.org/olmisj/ArticleReader?itemid=00004609>). U.S. Census Bureau Nonemployer Statistics* reveal that the largest number of nonemployer firms in the Portland MSA may be found in professional, scientific, and technical services; real estate, rental, and leasing; health care; retail trade; and construction (see Table 4).

Table 4

Nonemployer Statistics,* 2005, Total for all sectors Portland-Vancouver-Beaverton, OR-WA MSA			
NAICS Code	Description	Firms	Receipts (\$1,000)
00	Total for all sectors	142,181	6,735,331
11	Forestry, fishing, agricultural support services	1,475	67,880
21	Mining	30	3,376
22	Utilities	77	3,192
23	Construction	11,935	888,234
31-33	Manufacturing	3,062	135,864
42	Wholesale trade	2,946	260,208
44-45	Retail trade	13,342	600,212
48-49	Transportation and warehousing	5,410	364,345
51	Information	2,553	78,822
52	Finance and insurance	4,932	261,300
53	Real estate, rental, and leasing	18,020	1,795,576
54	Professional, scientific, and technical services	24,981	933,596
56	Admin., support and waste management and remediation services	8,539	198,539
61	Educational services	3,641	44,853
62	Health care and social assistance	13,928	385,494
72	Arts, entertainment, and recreation	8,747	159,341
72	Accommodation and food services	1,638	110,007
81	Other services (except public administration)	16,925	444,492

*Nonemployer Statistics summarizes the number of establishments and sales or receipts of business without paid employees that are subject to federal income tax. Most nonemployers are self-employed individuals operating very small unincorporated businesses, which may or may not be the owner’s principal source of income.

Source: U.S. Census Bureau,
<http://www.census.gov/epcd/nonemployer/2005/M99938900.HTM>

Population Trends

Population in the region is expected to grow substantially. According to the *Metro 2000-2030 Regional Forecast*, the population of in the region is expected to hit 2.65 million by 2022. The five-county region of Multnomah, Clackamas, Washington, Yamhill and Clark counties is expected to reach the three million mark by 2030. As population increases, so does the use of, and need for, local services. Housing needs will increase in the region, as will the need for retail and consumer services. One of the challenges is that most service and retail employers offer low-wage jobs and produce little overall economic impact on the region. Revenues come primarily from the local geographic area rather than from outside the region. Low-wage workers will have increasing challenges in finding affordable housing and healthcare in the region.

Two projected shifts in population demographics will impact the region's workforce and business climate. The percentage of people 65 years of age and older will increase from 10.33 percent in 2000 to 15.4 percent by 2030. In an even more dramatic shift, the Hispanic population (any race) will increase from 7.48 percent to 23.22 percent while the white, non-Hispanic population will decline from 83.19 percent to 62.23 percent during the same period (Woods and Poole, *2006 State Profile* for the Portland-Vancouver-Beaverton MSA, p. 135).

SWOT Analysis

Introduction

An important part of the strategic planning process is to assess the current situation in the Portland metropolitan region. Both the CEDS and the Regional Business Plan address strengths and weaknesses related to the broader economic, infrastructure, and community issues in the region. Strengths include the region's tax structure, innovation capabilities and entrepreneurial spirit, quality of life, and highly educated workforce. Challenges include the local K-20 education system, higher personal and business income taxes, the decline of venture capital funding, shortage of labor for jobs with high-level skills, traffic congestion, freight bottlenecks, and land availability.

The main questions this SWOT analysis addresses relate to the services and resources available to the small business community. What assets currently exist? Where are the gaps in services? What opportunities exist for a regional Economic Gardening Program relative to these assets and gaps? What are the risks involved in pursuing these opportunities? This section of the report will review Strengths, Weaknesses, Opportunities, and Threats that exist in Portland-Vancouver region, with an eye towards developing a regional Economic Gardening Program that addresses the unmet needs of local entrepreneurs and produces an overall positive economic impact on the region.

Strengths

The Portland region has numerous assets. It is well known for its quality of life, cultural diversity and commitment to sustainability. It is experiencing strong population growth, primarily from migration to the region. Many of the new residents are young people drawn by Portland's quality of life, including its strong outdoor and recreation amenities and vibrant arts culture. This in-migration of young people offsets to some extent the aging of the population which is occurring as a result of the Baby Boomer generation entering retirement age.

Although the percentage of new jobs is declining relative to other sectors, the Portland region still has a strong manufacturing sector, with well-established clusters in the areas of high-tech, fabricated metals, food processing, and apparel and sporting goods, among others.

One of Portland's strengths is the commitment to regional collaboration among economic development entities and service providers, as evidenced in the creation of the Regional Partners and the Economic Development District.

A review of the resource directory (Appendix C) reveals that many of the needs of small businesses are well-covered by the 130+ service providers represented in the list. This analysis is not exhaustive—there may very well be organizations not represented in the list that provide the services mentioned—but it does serve to show the primary areas in which services are available in the Portland-Vancouver region, and to indicate other areas where services may be needed.

Business Basics, Start-Up Support, and Planning Services

There are ample opportunities for start-up and established businesses in the Portland region to obtain assistance in assessing the feasibility of their concept; developing a business plan; and acquiring basic technical knowledge and training in areas such as financing, hiring and training employees, and marketing. The Secretary of State's Business Referral Center has created a helpful guide, "How to Start a Business in Oregon," www.FilingInOregon.com, that includes lists of local resources. The region's four Small Business Development Centers (Clackamas, Gresham, Portland, and Vancouver) exist primarily for this purpose, as does SCORE and the Small Business Administration. Most services from these entities are available for free to all small business owners or aspiring entrepreneurs.

At least 28 organizations provide help in learning business basics, while 12 specifically address concept feasibility, 14 offer business planning services, and more than 20 address problem solving for specific business issues. More than 50 organizations offer support in marketing and sales, and some 20 organizations provide information about loans and financing. More than 20 organizations provide employee training and workforce development services. Services are usually offered through one-on-one counseling (34 organizations), workshops or seminars (48 organizations), and training classes (29 organizations). Fees for these services vary by type of provider.

Networking

At least 42 organizations provide networking opportunities for business owners. Virtually every community has a chamber of commerce that provides networking opportunities for local businesses. Several chambers and other business organizations provide networking opportunities for specific segments of the business community such as Hispanic or Russian business owners, women, the defense industry, and construction companies. These are mostly membership organizations that have fees to join and offer their services primarily to members.

Technical Assistance

In addition to business basics, numerous organizations provide business training and technical assistance in specific areas. At least a dozen organizations offer help in obtaining government contracts and certification. Five organizations provide international trade and export assistance, while nine provide support for high-tech and manufacturing companies, and six offer assistance in product development. Five organizations provide legal assistance while 15 address regulatory issues. In terms of management skills, five organizations offer support in operations issues, and at least nine offer leadership training. Minority business issues are addressed by 14 organizations, including microloans and minority business certification. Both Washington and Oregon have associations for women entrepreneurs, and both states have organizations that offer technical assistance to businesses in the construction industry. Assistance is available to small businesses in land use planning (three organizations), energy efficiency and sustainable business practices (seven organizations), and transportation issues (three organizations).

Financing/Venture Capital

The majority of small businesses are bootstrap operations started with personal assets, according to the Small Business Administration. Most business loans are conventional collateral-based loans obtained through banks. The Portland metro area is well served by conventional banks and offers loans and financing through more than two dozen other organizations (including economic development agencies, chambers, and the SBA). Albina Community Bank and Shorebank Enterprise Cascadia also offer microloan options to small business owners who cannot obtain conventional financing.

A very small percentage of businesses (about one to two percent—primarily established businesses with innovative products or services) receive venture capital or angel funding. Three organizations offer support in obtaining venture capital funding.

Research and Demographic Information

Savvy business owners who want to do their own research can find several local sources of information. The Oregon Labor Market Information System's Business Information Center, <http://www.qualityinfo.org/olmisj/BIC>, provides downloadable economic, demographic, and workforce information tailored to the needs of Oregon business owners. Metro Regional Government's Data Resource Center, <http://www.metro-region.org/index.cfm/go/by.web/id=24876>, compiles and maintains a wealth of information about the land, population, and employment in the region. Many maps and

datasets are downloadable from the website, while other customized services are available for a fee.

Public libraries in the region also provide a wide variety of online databases and research resources that local business owners can use to assess their markets, identify competitors, or determine industry trends. Reference librarians are available to assist business owners in locating and using this information.

The SBDC network maintains a national clearinghouse, SBDCnet, <http://sbdnet.org/>, which offers customized demographic information to SBDC clients. The website has numerous research resources of interest to small business owners. The Oregon SBDC network also has a website, <http://www.bizcenter.org/>, that provides links to resources of interest to entrepreneurs at different stages of business development.

Most demographic and GIS services available through local and regional economic development agencies (around 15 organizations) are used to support business recruitment efforts and are not available to local small business owners. The City of Beaverton provides these services to local businesses through its Economic Gardening Program.

Weaknesses

Centralized Resource Referral

One element that is missing in the region is a centralized referral function to help business owners and would-be entrepreneurs connect with the all the possible resources they might need to be successful—a one-stop shopping network.

Customized Research Services

Another gap is the lack of customized competitive intelligence, industry trend information, and market research services for small businesses. While these services are available in the private sector, they are beyond the financial reach of many small and growing businesses. Public and private sources of information are available through state agencies, public and university libraries, and Metro's Data Resource Center, but using these sources requires business owners to have the knowledge and inclination to do their own research. A very small percentage of business owners actually do in-depth research themselves, and public libraries in the region do not appear to have a strong commitment to serve the business community.

E-Commerce/Web Marketing Assistance

A related gap is the lack of technical assistance and training in maximizing e-commerce and web marketing opportunities for companies with external markets. Companies that want to be competitive outside the Portland region have no existing resources in the public sector to explore and develop these strategic web-based options.

Growth Company Capacity Building

Based on the experience of the Littleton, Colorado, Economic Gardening Program, growing companies—particularly high-growth companies—have a different set of information and resource needs than relatively static business enterprises. They need to

scale up systems and operations to manage their growth, they need to develop their management teams and workforce, they need additional financial resources, and they need sophisticated market information to explore new product and service niches. Littleton found that owners of growth companies generally prefer to receive counseling and mentoring from business owners in similar firms, rather than through more generic workshops and training programs.

A cursory review of available resources seems to indicate that there is a gap in building the capacity of growing businesses to meet their specific needs. A few organizations address the needs of high-tech businesses and those in specific sectors such as food production and construction, but these services are not generally available to other small business owners who have a traded sector focus and want to grow their businesses.

Opportunities

Based on the analysis of strengths and weaknesses, several opportunities exist that a regional Economic Gardening Program could capitalize on.

Web-Based Referral Network

A one-stop shopping referral network does not exist at present in the Portland region. The Economic Gardening Program could develop a web-based referral network for the region based on the KCSOURCELINK model, a comprehensive small business resource that provides referrals and links to more than 140 business service organizations in the Kansas City area, www.kcsourcelink.com This kind of initiative would allow local jurisdictions to help all the small businesses located there. It is also a perfect opportunity for a grant because the initial investment is relatively high (around \$75,000), while ongoing maintenance costs a fraction of that. Hosting and maintenance of the system are handled centrally and do not require local IT support. Some administrative staffing would be required to support the program (see Appendix E).

Customized Business Research Services

Local entrepreneurs do not have access to low-cost, in-depth research services that address their strategic information needs. Offering corporate-level databases and research capabilities that help small, traded-sector businesses grow and become more competitive outside the region is a key component of an Economic Gardening Program. Centralizing the market research function would allow the EG Program to achieve maximum efficiency in leveraging available databases and research talent for businesses across the region.

Business Counseling Network

Numerous organizations in the region provide one-on-one business counseling and problem solving services. The network of Small Business Development Centers is particularly strong in this regard. An Economic Gardening Program could take advantage of this counseling network to provide the first point of contact and an ongoing relationship with local business owners. This network of counselors could be trained to recognize the strategic information needs of their clients and to refer appropriate research questions to the centralized market research entity. The business counselors would then

translate the research results into action strategies their business clients could use to move to the next stage in their growth process.

E-Commerce/Web Marketing Assistance

Feedback from other Economic Gardening Programs around the country indicates that training and technical assistance in identifying and implementing e-commerce and Web-based marketing strategies is one of the most powerful tools available to growing companies. This is an area in which the Economic Gardening Program could position itself as a regional leader. One of the best ways to build capacity in this area is to provide training to both business counselors and entrepreneurs on how to recognize and capitalize on opportunities available through the Internet. See Appendix F for a proposed training outline and budget.

Industry-Related Products and Services

The Regional Business Plan identifies several industry clusters in the Portland region, including high technology; metals, machinery and transportation equipment; apparel and sporting goods; creative services; food processing; forest products, nursery products; and distribution and logistics. Two emerging clusters that are identified are open source technology and nanotechnology (p. 11-12). An Economic Gardening Program could provide maximum impact for businesses within these clusters by developing customized research products and services that would be useful to all or most businesses that operate within that industry sector. For example, reports could be prepared that identify marketing opportunities in the wine industry or global developments affecting the manufacturing of fabricated metal products.

Sustainable Impact Measures and Metrics

New measures are needed to gauge the economic development impact of a regional economic development program. Traditional measures such as the number of jobs created and retained does not address the *types* of jobs that are created, nor whether they are sustainable jobs—jobs that preserve the environment, increase quality of life, and provide living wages. A regional Economic Gardening Program could build sustainable business and energy efficiency criteria into its metrics as a way to measure overall impact on the region. This emphasis fits well with the vision statement of the Regional Business Plan, which identifies sustainability as one of the core values for building the Portland metropolitan economy, along with the values of innovation, openness, and individualism.

Threats

Several challenges to implementing a regional Economic Gardening Program need to be explored further. These include possible perceived competition with private sector businesses, political turf and jurisdictional issues, and a commitment to ongoing funding for the EG initiative.

Competition with the Private Sector

Because an Economic Gardening Program provides services and products that are also provided by the private sector, special care needs to be taken that the EG Program not undermine the competitiveness of existing local businesses. Most small businesses do not

have the resources to pay for customized research or competitive analysis, but if a company *does* fit the profile of customers for an existing service business, the EG Program should refer the business to the existing company.

Political and Turf Issues

An Economic Gardening Program that is regional in nature necessarily spans a number of political jurisdictions and geographic areas. There are a large number of “moving parts” in this kind of initiative, and progress can get bogged down by turf battles and competing priorities. In addition, economic gardening is a long-term investment and may not show results in the timeframe of political or election cycles. To minimize these risks, the EG Program needs to have an oversight organization that will be responsible for making decisions and implementing the EG Program. This organization must develop thorough operating agreements between all participating entities, including the criteria for businesses that will be served by the program, what level of services will be offered to the targeted businesses, how many businesses can be referred to the program, how to allocate costs equitably across jurisdictions, and what metrics will be collected and reported to each group. There must also be clear communication channels among the all of the participating entities.

Ongoing Funding for a Regional Economic Gardening Program

Because an Economic Gardening Program is a long-term strategy that uses resources differently from traditional economic development programs, there must be a strong commitment among all participating entities to fund the program for multiple years. There is probably a minimum threshold of support below which a regional EG Program cannot be demonstrated to provide any viable impact on the community. One possible model is that individual entities (local governments and economic development agencies, chambers of commerce, and other business support organizations) could “subscribe” to the service for a set fee that covers services for a prescribed number of businesses. Non-subscribers could pay a transactional fee for each business that receives research assistance from the program. A challenge for this model is the fact that the referring business counselor (e.g., SBDC counselor) may cover several entities, not all of which are subscribers to the service.

In addition, regional and state government entities could be tapped for ongoing support dollars. Libraries, universities and other entities could contribute in-kind support such as office space, database access, and student interns.

Vision and Goals

The section on the Current Situation has addressed the question, “Where are we now?” It has identified current strengths and weaknesses as well as opportunities and threats in the Portland-Vancouver MSA with respect to supporting the needs of local small and growing businesses. The next important questions are, “Where do we want to be? What will the target end-state for a regional Economic Gardening Program look like?”

Vision

The overall vision for the Portland-Vancouver region is to have a culturally diverse and economically vibrant regional community that offers quality jobs, affordable housing, a robust education system, a positive business climate, sustainable businesses and environment, efficient transportation, strong industry clusters and specialized knowledge, well-maintained infrastructure, and livable neighborhoods.

Both of the regional business plans, the Comprehensive Economic Development Strategy (CEDS) for the Portland-Vancouver Metropolitan Region (2005) and the Regional Business Plan (2006) include overarching vision and goal statements. The CEDS focuses on the importance of regional coordination to economic development. Its broad goal is that “the economy of the Portland-Vancouver region should develop to have multiple traded-sector clusters containing businesses that are global leaders in innovating new products and processes” (p. v).

The Regional Business Plan was developed through a public-private partnership to build on the information and framework in the CEDS (CEDS, p. ii). According to the Regional Business Plan, the vision for the Portland region is “a metropolitan economy that is built upon sustainability, innovation, openness and individualism” (p. 1). The primary mission of the plan is to create “quality jobs for the people of this region” (www.regionalbusinessplan.com).

The regional Economic Gardening Program can help achieve the overall vision by expanding the capacity of local entrepreneurs to innovate and compete in the global economy, thereby bringing new wealth into the region. The EG program can support the goals of the regional business plans by providing strategic research and counseling services to traded sector small businesses in the identified industry clusters.

EG Strategic and Program Goals

With these vision and goal statements in mind, the overarching strategic goal for the regional Economic Gardening Program can be stated as follows:

To bring new wealth into the Portland-Vancouver region by strengthening and expanding the capacity of growth-oriented traded sector small businesses to compete in the global economy through the provision of targeted research and strategic counseling services.

In order achieve the overarching strategic goal, several program goals can be identified:

- To create an Economic Gardening Program that will address the needs of growth-oriented traded sector businesses in all local jurisdictions and industry clusters.
- To deliver the Economic Gardening Program in a way that is sustainable over time and has stable funding.
- To utilize the assets already available in the region as much as feasible to deliver the Economic Gardening Program.
- To provide high-level customized research and strategic counseling services to Economic Gardening Program clients.
- To measure the impact of Economic Gardening Program services and make adjustments as necessary to improve the performance of the EG Program to serve its clients.

These program goals are addressed in the next two sections, EG Delivery Models and Requirements, and the Implementation Program.

EG Delivery Models and Requirements

Introduction

Economic gardening is an approach to economic development that focuses on creating a nurturing environment for entrepreneurs in the region. What distinguishes it from other approaches is its focus on growing local small businesses rather than luring large enterprises to move into the area from elsewhere. The Economic Gardening Program proposed by Regional Partners will address the strategic information needs of small, traded-sector businesses in the Portland metropolitan area that have the potential for growth and the ability to bring new wealth into the region.

Many small businesses lack crucial information on markets and competitors that can ultimately restrict their growth. In addition, growing companies face unique challenges in scaling up their systems and operations to manage growth, developing their management team, and finding qualified workers. The Economic Gardening Program will help remedy this situation by providing targeted businesses with access to highly-trained business counselors and researchers who in turn have entrée to corporate-level databases, demographics, and market research information, as well as a network of service providers with specialized business expertise. Typical EG services might include helping a business identify market opportunities, analyze their competitors, develop new products, grow their leadership team, expand their customer base, and find research on cutting edge technology, manufacturing or marketing techniques. By providing these unique services the EG Program will enhance and complement other economic development initiatives in the region.

Larger infrastructure issues—both physical and quality of life—must also be addressed for local entrepreneurs to succeed. Entrepreneurs want to live and raise their families in safe communities with good schools and universities. They need access to capital—both human and financial; they need access to technical assistance and external markets; they must have a friendly tax and regulatory environment; they must have access to appropriate facilities; they must be able to create strategic alliances with other business owners and supply chain managers; and they must develop the capacity to manage their enterprises successfully in a global marketplace. An Economic Gardening Program cannot address all of these needs; it must be part of the larger economic growth strategy represented in initiatives such as the Comprehensive Economic Development Strategy for the Portland-Vancouver Metropolitan Region (2005), the Regional Business Plan (2006), and the Oregon Innovation Plan (2007).

A regional economic gardening (EG) model for the Portland metropolitan area must accommodate the needs of multiple entities—political jurisdictions, economic development agencies, government agencies, business support organizations, and private partners. It must also select a target group from the larger business audience to receive its services. It needs to demonstrate its impact on the region in some concrete way, and harmonize with economic and business development initiatives already in place.

Assumptions

Two EG models are proposed here: a bare-bones version that represents the minimal effort required to operate a program, and a more robust version that offers a greater level of service. Both are based on the following assumptions:

1. The target audience for EG services is existing traded-sector businesses that bring new money into the region—primarily second stage companies (10 to 100 employees and \$750K to \$50M in revenues) and smaller companies with actual or potential markets outside the region that desire to grow. The program is not designed to meet the needs of microenterprises or start-up companies, which are well-covered by other service providers in the region.
2. The most efficient way to deliver services to the target audience is through a distributed network of business counselors, bankers, and other business service organizations that already provide one-on-one counseling to small businesses, and through a centralized market research function. This is the model used by the Wyoming Market Research Center, the Center for Economic Development at California State University Chico, and the Jefferson County (Colorado) Business Resource Center (see Appendix B).
3. The EG Program will be able to serve 40-80 businesses per year per full-time research staff person, based on an estimated research time per business of four to eight hours.
4. An effective EG Program needs to have the equivalent of at least one full-time staff person to support the coordination and research functions of the program. This is the bare-bones level of support needed to produce effective results in the region.
5. Demonstrating the economic impact of the EG Program is a long-term proposition that requires a commitment by both business owners and EG staff to keep careful records and report increases in revenues, jobs added, and capital expenditures. Economic results may not be quantifiable for two or more years after instituting the Economic Gardening Program. It can be difficult to obtain impact data from private companies, although the SBDCs do track that information.
6. Costs and benefits of the EG Program need to be spread equitably across the participating jurisdictions.
7. Criteria for eligibility, levels of service, and any fees charged to business owners must be established up front.
8. The needs of local, geographically based (non traded-sector) small businesses must be addressed in some way through the EG Program.
9. The region to be served includes the Portland-Vancouver MSA: Multnomah, Clackamas, Washington, Columbia, and Yamhill counties in the State of Oregon, and Clark County in the State of Washington.
10. It is important to establish an ongoing relationship with business clients, including follow-up contact after an agreed-upon period of time to check on the progress of the business and address any additional needs.

Both of the proposed EG models comprise three essential parts or functions: a distributed counseling function, a coordination function, and a research/technical assistance function.

In addition, the expanded model addresses the needs of local small businesses that do not fit into the EG target group by offering a one-stop referral website that brings together all the resources in the region available to small business owners.

Distributed Counseling Function

The EG Program can leverage the strong network of business counselors that currently exists in the Portland metropolitan region. The four regional Small Business Development Centers (SBDCs), as well as SCORE, several economic development agencies, chambers of commerce, financial institutions, and other business organizations currently provide one-on-one business counseling to start-up and established businesses of all sizes. These organizations and individuals already have connections in the business community, possess general or specialized expertise in business functions, and are usually embedded in a geographic community.

The SBDCs are a logical partner for EG Program efforts. They provide no-charge confidential business advising and low-cost training to current and prospective business owners. The Portland metropolitan region has four SBDCs, one of which is in Clark County, Washington. The SBDCs have demonstrated a solid economic impact. A recent impact survey of the SBDCs in the state of Washington concluded that clients who received at least five hours of assistance saw greater sales, employment and revenue growth than the average business in the state. Comparing these returns to the cost of SBDC operations resulted in a Return On Investment of over 60:1 (<http://wsunews.wsu.edu/detail.asp?StoryID=6630>).

In recent years, the impact metrics for SBDCs, which are established by the U.S. Small Business Administration (SBA), have changed. While there is still an expectation that the needs of start-up businesses will be addressed, the new metrics require more counselor contact time per business. Many SBDC directors are now focusing more of their attention on businesses that already exist and have some interest in growing. According to Tim Shea, director of the Clackamas SBDC, and Tom Lowles, director of the Portland SBDC, the clients they want to work with are now much more in line with the businesses targeted for the EG Program. They have both indicated a strong interest in providing referral services through their counselors to the research function of the EG Program.

To effectively utilize this regional network of business counselors the Economic Gardening Program should:

1. Establish well-defined criteria for the target EG audience;
2. Establish screening and referral procedures;
3. Create strong operating agreements between the EG Program and business service providers;
4. Train all participating business counselors in how to provide strategic support and information to growing businesses, including interpreting research results to their clients;
5. Provide specialized training to all participating business counselors in identifying and responding to business opportunities on the Internet;

6. Support ongoing relationships between business counselors and their clients; and
7. Keep careful documentation of client contacts and program impacts in a centralized database.

Coordination Function

This function is about managing the process. Someone must serve as the central coordinator for all the separate pieces of the program. The coordinator is the central “brain” of the effort that keeps track of what all the other parts are doing and makes sure they are working together. In terms of job functions, the coordinator would:

1. Serve as the main point of contact for the EG Program, screening clients for eligibility, and referring them to appropriate business counselors to start the process.
2. Serve as the switchboard operator or air traffic controller to direct business counselors to the resources and people that will answer their client-related questions and information needs.
3. Maintain a referral network of people with specialized skills.
4. Manage a centralized customer database and tracking system, including tracking which businesses come from which participating entity.
5. Periodically survey program clients to gather information about program impacts and effectiveness.
6. Manage the ongoing training of business counselors in utilizing the research function of the program (including interpreting research results).
7. Keep financial records.
8. Report EG Program results and impacts to the larger community.
9. Serve as a liaison with appropriate economic development and business organizations in the region.
10. Assist with marketing the program.

The coordinator needs to have knowledge of the characteristics of entrepreneurs and the growth cycles of companies. He or she would receive training in understanding the strategic information needs of growth businesses, identifying the types of research and other resources that would meet those needs, and determining where to find the appropriate resources. This person may also be in charge of the Web-based small business referral network (see Appendix E).

Research/Technical Assistance Function

The specialized research function is the technical “guts” of the EG Program. This is where the needs of individual business owners are translated into customized research and actionable information that allows them to take the next steps in growing their businesses. Ideally, the research function would be centralized in a location that allows access to research resources such as online databases and GIS services (e.g., a university), or contracted out to an agency that has access to trained staff and database resources (see Appendix D).

In addition to specialized research skills, other technical assistance may be needed to support growth businesses. For example, businesses may need assistance in protecting intellectual property, streamlining manufacturing processes, developing Web-based marketing strategies, obtaining government contracts, or scaling up the management team. The EG Program would maintain a referral network of people with specialized skills (including advanced research skills in technical or scientific areas) who have agreed to assist program clients on a fee-based, reduced rate, or pro bono basis. The research function requires access to:

1. Trained business researchers;
2. Data sources such as online subscription databases and GIS services;
3. Training in the information needs of growth businesses;
4. A referral network of people with specialized expertise; and
5. Working agreements with other specialized resource providers.

Small Business Referral Website

One need that has been identified for the Portland metropolitan area is a one-stop information source for small business owners. This resource would link them to appropriate service providers who can meet their specific needs. As delineated in the Regional Business Plan, the majority of all businesses falls into the “local” or non-traded sector of the economy. These include health care, retail, consumer services, and most government jobs. They are the “mom and pop” businesses that exist primarily to serve the needs of the local population. They do not contribute directly to growing the regional economy, but they do “help support the traded sector and facilitate the local quality of life” (Regional Business Plan, p. 9). Local political leaders are sensitive to the needs of these small business owners in their communities and want to show that their jurisdiction supports their needs, even if it does not produce a larger economic impact.

Even though the Economic Gardening Program is targeting traded sector businesses, it is important to provide support to local small businesses. A model such as USSourceLink can provide local jurisdictions with the ability to address the needs of small businesses, and also provide a valuable networking and collaboration resource for business service providers in the region. In this model, a centralized website organizes and links business development resources to each other, and to the entrepreneurs that need them. This model has been successfully implemented in the Kansas City bi-state metropolitan area, www.kcsourcelink.com. Staffing in addition to the regular EG Program may be needed to implement the small business referral website (see Appendix E).

Flow of Work

The basic flow of work for the EG Program is outlined in Figure 1 and Figure 2 (see Appendices). In short, targeted businesses will be shepherded through the EG process by a business counselor who maintains an ongoing relationship with the client. The Resource Directory (Appendix C) identifies many organizations that currently provide one-on-one counseling to businesses. These include the four Small Business Development Centers, university entrepreneurship programs, some economic development entities and chambers of commerce, and other entrepreneurship and

business service programs. These organizations would provide the business counseling function that interfaces with the research component of the EG Program.

The business may be referred to the counselor by a local economic development (ED) practitioner, financial institution, chamber of commerce, or other business service provider, operating from a clear set of criteria about who is eligible for the program. If a business contacts a counselor directly, or is referred by someone other than a partner ED practitioner, the counselor will notify the ED practitioner for the entity in which the business is located to share information about the client and his or her request (within the bounds of the confidentiality agreement developed for the program). The ED practitioner may choose to attend the session with the business counselor to determine if there are needs that do not fall under the umbrella of the EG Program, (e.g., infrastructure, local development codes, or zoning issues). Depending on the funding model used, the ED practitioner may determine how much (if anything) a business from his or her jurisdiction will need to pay for any EG research services.

After the business counselor has met with the client and determined his or her needs for competitive research and specialized expertise, the counselor contacts the EG Coordinator to obtain referrals to the best resources to answer the request. The counselor then contacts the resource provider(s) and researchers directly to obtain the information or set up a visit with the client. After the research or expert assistance is received, the counselor meets with the client to share findings and record the actions in the customer database. The business counselor contacts the client after a specified period of time to follow up on the action agreement and set up an additional appointment (if requested).

EG Delivery Models

Two models for Economic Gardening Program delivery are presented here: a basic model and an expanded version. Both provide basic level services, while the expanded model includes additional resources and services. As noted in the assumptions, the minimum threshold for a viable EG Program is one full-time-equivalent staff person. The program can be scaled up depending on the level of funding available.

Basic Model

This model provides one full-time-equivalent staff position to cover the coordination and research functions. The one position could be divided between two half-time people, each of whom handles one of these functions, or one full-time person who would cover both functions. A third option is to have a half-time coordinator and contract the research function to an outside research agency such as Access/Information (see Appendix D). Following are the pros and cons of each of these staffing options:

- Two half-time staff members
 - Pros
 - Different skill sets are required for each of these functions
 - The program is not dependent on just one staff person
 - Cons
 - Coordination and communication between the two staff members requires additional effort or outside oversight

- Requires one additional work station and computer
- Research workload may fluctuate and not fit the hours the researcher is scheduled to work
- One full-time staff member
 - Pros
 - Less administrative oversight and accounting required for payroll and coordination between positions
 - Only one work station and computer required for staff
 - Cons
 - Different skill sets are required for each of these functions and may not be available in one person
 - Balancing the workload between the two main functions may be difficult to achieve
 - Program is dependent on just one staff person
- One half-time staff person and contracted research function
 - Pros
 - Different skill sets are required for each of these functions
 - Researcher hours can be scaled up or down depending on workload or types of requests
 - Databases would be managed by contractor
 - Contractor would have wider range of subject expertise available than a single researcher
 - Program could be expanded without adding additional research staff
 - Only one work station and computer required for staff
 - Cons
 - Quality control function needed
 - Researchers not necessarily familiar with Portland area

Under the basic model, administrative support for the EG Program would need to be provided by the Regional Partners or another entity, and office space would need to be provided by a partner organization.

The budget for this basic model would run from \$120,000 to \$130,000 per year, plus additional start-up costs of approximately \$15,000. If administrative support or office space is not available on an in-kind basis an additional amount would need to be budgeted to cover these functions (up to \$75,000 per year).

- Salaries/Contract fees: \$80,000-\$90,000 (includes taxes and benefits)
- Administration: \$25,000 (includes office overhead, supplies, customer tracking and evaluation software, and a minimal marketing budget). Assumes that some entity (or entities) will provide modest administrative support and office space as an in-kind contribution.
- Databases/Subscriptions: \$10,000 (see detail below)

- Training and Travel: \$5,000 (includes minimal capacity building training for business counselors and researchers)
- Start-up costs: \$15,000 (includes office furniture, computers and equipment).

Databases/Subscriptions:

- ReferenceUSA and/or Hoovers (\$5,000)
- JJ Hill Library (\$600)
- DemographicsNOW (\$2,400)
- Transactional fees (Factiva, Dialog, Dun & Bradstreet, etc.—in lieu of subscriptions) (\$2,000)
- Library databases (available through public libraries)

Expanded Model

This model provides two full-time-equivalent staff positions to cover the coordination and research functions. The staffing could be divided between two full-time people, each of whom handles one of these functions, or one full-time coordinator, with the research function contracted to an outside research agency such as Access/Information (see Appendix D). Following are the pros and cons of each of these staffing options:

- Two full-time staff members
 - Pros
 - Different skill sets are required for each of these functions; the program is not dependent on just one staff person
 - Coordination function more realistically a full-time than half-time job (as in the basic model)
 - Cons
 - Coordination and communication between the two staff members requires additional effort or outside oversight
 - Requires one additional work station and computer
 - Research workload may fluctuate and not be distributed evenly over the number of hours the researcher is scheduled to work in a given period of time
- One full-time coordinator and contract research services
 - Pros
 - Coordination function more realistically a full-time than half-time job
 - Researcher hours can be scaled up or down depending on workload or types of requests
 - Databases would be managed by contractor
 - Contractor would have wider range of subject expertise available than a single researcher
 - Program could be expanded without adding additional research staff
 - Only one work station and computer required for staff
 - Cons
 - Quality control function needed

- Researchers not necessarily familiar with Portland area

Under the expanded model, a more robust set of database subscriptions would be available, and a one-stop referral website for small business owners (USSourceLink) would be instituted. Some administrative support for the EG Program would be provided by the Regional Partners or another entity, and office space would be provided by a partner organization.

The budget for this expanded model would run from \$290,000 to \$310,000 per year, plus additional start-up costs of approximately \$90,000. If administrative support or office space is not available on an in-kind basis an additional amount would need to be budgeted to cover these functions (up to \$75,000 per year).

- Salaries/Contract fees: \$160,000-\$180,000 (includes taxes and benefits)
- Administration: \$30,000 (includes office overhead, supplies, tracking and evaluation software, and a modest marketing budget). Assumes that some entity will provide modest administrative support and office space as an in-kind contribution.
- Databases/Subscriptions: \$50,000 (see detail below)
- Training and Travel: \$35,000 (includes quarterly capacity building training for business counselors and researchers as well as training in Web analysis and optimization—see Appendix F)
- Ongoing license fees and support for USSourceLink website and business resources: \$10,000 (see Appendix E)
- Start-up costs: \$15,000 (includes office furniture, computers and equipment); \$75,000 initial set-up for USSourceLink small business referral website.

Databases/Subscriptions:

- Harris Selectory (\$13,400)
- Dialog PRO CI or Lexis/Nexis (\$12,000)
- ReferenceUSA (\$3,500)
- Dodge Construction Reports—Washington and Oregon (\$6,600)
- IBISWorld Industry Reports (\$5,500)
- RMA Statement Studies (\$300)
- SRDS Direct Marketing List Source (\$700)
- JJ Hill Library (\$600)
- DemographicsNOW (\$2,400)
- Transactional fees and deposit accounts (Factiva, Dialog, Dun & Bradstreet, SkyMinder, etc.—in lieu of subscriptions) (\$5,000)
- Library business databases (available through public libraries)

Funding Considerations

It is important that business owners across the region have equitable access to EG services, regardless of where they operate their business. Possible models for allocating costs equitably across the participating entities include the following:

- A flat fee for all participating jurisdictions or entities, for example, \$10,000 per year. This amount would provide services for a set number of businesses, for example, up to 10 businesses per year. No refunds are provided if the services are not used. Municipalities could cover the businesses located within their geographic area regardless of where they received their initial counseling.
- A scalable fee for participating entities based on the number of businesses served, for example \$1,000 per business per year. Each community would determine how many businesses it would choose to cover within a given year and pay that amount up front. No refunds are provided if the services are not used.
- A lump sum provided by a larger entity covers staffing costs, with other fees covered by participating entities at a much lower cost.
- A fee-for-service model in which business owners pay all or part of the fees for services received. Fees could be based on a flat hourly rate that is subsidized by the program, or businesses could receive a certain number of hours of service for free, after which an hourly fee is charged.

All of these funding options require a certain amount of administrative support, including record keeping, billing, and accounting functions. A fee-for-service model would produce the greatest administrative burden. These administrative functions would either have to be provided as in-kind support by a participating entity or contracted out (at additional expense) to an outside billing agency.

Scaling Up the Program

Initially, the EG Program should start small with a pilot project that targets a certain number of businesses (for example, 20) in the first year. The pilot program would help determine any operational issues that need to be addressed as well as providing information about what kinds of businesses want to use the services, what types of research they require, and how much time it takes to provide the services. The program could build slowly over time based on the lessons learned during the pilot project. The EG Program could follow the basic model to begin with and scale up to the expanded version as the program's capacity is increased.

In terms of scaling up the program, the number of businesses served is dependent on the staff available to serve them. The basic model suggested above assumes that 20 to 40 businesses can be served in a year with a half-time-equivalent researcher, assuming that the research services are capped at eight hours per business. If more businesses are served, or more time spent on research for each business, additional staffing will be required. If a contract research service is used, scaling up the research process to serve more businesses would be relatively straightforward as it would entail merely amending the contract with the research agency rather than hiring and training additional staff.

Expanded Services and Strategic Partnerships

Initially, the coordination and research functions of the EG Program would operate in a stand-alone fashion, and would not be dependent on other organizations for day-to-day operations, except in terms of administrative support and office space. As the program grows and expands, however, there will be opportunities to bring in other strategic partners to expand and enhance the services provided. Examples of potential strategic partners include:

- Industry cluster initiatives (to develop an industry-wide approach and set of targeted information products for each identified cluster)
- University entrepreneurship, MBA, and marketing programs (to provide interns for business counseling and research)
- University, government, and private sustainability initiatives (to provide support for businesses in the “green” sector; foster sustainable business practices among small businesses; and develop sustainability metrics for individual businesses and the EG Program)
- Diversity initiatives (to develop and deliver services that target minority and immigrant populations, including workplace diversity programs)
- Public libraries (to support the needs of businesses in the initial stages of development and leverage the use of business databases and resources for the EG Program)

Other strategic alliances and specialized services can be added as the program expands and develops its capacity to serve a larger audience.

Implementation Program

The Implementation Program is a framework for launching the EG Program. It identifies a set of actions that must be addressed in an orderly fashion for the program to take shape, and includes a timeline for launching the pilot project by May 2009. The Critical Path Action Items, summarized here, are addressed in more detail below.

1. Delineate EG Program impact metrics
2. Determine program delivery model that will achieve impact metrics
3. Determine sources of funding
4. Implement EG model
5. Promote and publicize program to service providers and/or eligible business groups
6. Address operating considerations
7. Measure and report impact of EG Program

Several different groups and entities will be involved in implementing the economic gardening (EG) program. First and foremost is the oversight organization identified to coordinate and direct the process. Other key stakeholders include business service providers (organizations such as SBDCs, SCORE, chambers, and financial institutions that provide direct business counseling and other specialized services to local businesses); local economic development (ED) practitioners, who are usually tied to a city, county, or regional jurisdiction; and public and private entities that address larger business and infrastructure needs (e.g., Metro, Greenlight Greater Portland, utility companies, and state government).

Critical Path Action Items

1. Delineate EG Program impact metrics

The metrics that might be used to measure the impact of the EG Program include the number of jobs created, sales revenue increases, additional capital investment, and/or number of businesses assisted. Considerations about impact metrics include what impact data is already being collected (e.g., OLMIS wage and employment data, Metro data, SBDC data); what it is possible to measure (e.g., number of jobs added, increases in amount or percentage revenues); and what data the EG Program's business clients are likely to share.

Action items:

- Identify desired economic impact
- Identify desired political outcomes

2. Determine program delivery model that will achieve impact metrics

This step involves assembling key stakeholders to explore and determine which entity will assume oversight of the initiative, how decisions will be made, and which specific economic gardening delivery model will be implemented, based on the

impact desired. It would be beneficial to have an outside facilitator for this process. At this stage a PowerPoint presentation will be available to explain and promote the program to potential partners.

Actions items:

- Identify oversight organization and/or decision making body
- Identify key partners and stakeholders (business service providers, ED practitioners, public and private business development entities)
- Discuss identified impact metrics with key stakeholders and partners
- Discuss EG models, including pros and cons, with key stakeholders and partners
- Choose EG Program delivery model, including staffing and client fee structures
- Identify assets and resources available to run program (staff, facilities, databases, training, etc.)
- Determine additional staffing, facilities and resources needed to run program
- Determine budget and funding needed to implement EG Program
- Outline phased approach/pilot program
- Develop budget and financial plan

3. Determine sources of funding

The EG Program Delivery Models and Requirements section of the Strategic Plan lists several potential funding models. One key decision at this juncture is how to spread the funding in an equitable manner across participating entities. The target business audience is not distributed evenly across geographic jurisdictions, nor are individual jurisdictions equal in terms of the resources available. Another decision is whether businesses located in jurisdictions that choose not to participate in the EG Program can still receive services, and on what basis.

Actions items:

- Identify grants and other sources of funding for start up costs
- Develop equitable funding model for ongoing operations
- Identify ED jurisdictions and entities willing to commit to funding the program
- Determine outside sources of funding
- Determine sources of in-kind contributions (e.g., office space, interns)
- Develop business plan to implement EG Program

4. Implement EG model

This step involves making concrete decisions about how different parts of the EG Program will be handled. This includes everything from finding appropriate facilities to developing operating agreements to hiring staff. This is also the point where contracts would be drawn up with trainers, database providers, and other contractors (e.g., Access/Information for research or USSourceLink for implementing a small

business referral website). Proposals from contractors are attached (see Appendices D, E, and F).

Actions items:

- Identify location(s) to house EG staff and handle administrative and technical issues (i.e., IT support) for the program
- Develop operating agreements between participating entities (funders) and EG oversight organization
- Develop operating agreements between individual business service providers (i.e., organizations providing business counseling or other specialized expertise) and EG oversight organization
- Identify training needed to build capacity of service providers
- Create job descriptions and hire staff
- Develop contract with outside research agency (if applicable)
- Identify and contract with training providers
- Contract with database vendors
- Contract with USSourceLink to implement small business referral website (if applicable)
- Develop an intensive Economic Gardening training program for business counselors

5. Promote and publicize program to service providers and/or eligible business groups

After the basic program delivery and funding decisions have been made, the EG Program must be promoted to its target audience. This step involves a coordinated marketing effort that builds on the communication assets of the participating entities, business service providers, and the local media. It would be imperative at this point to have a website that serves as a marketing vehicle for (and possibly an interface to) the program.

Actions items:

- Develop an overview training for economic development practitioners that will assist them in promoting the program to businesses
- Develop a website for the EG Program
- Determine existing publicity and marketing vehicles (e.g., newsletters, blogs, conferences, etc.)
- Identify local media contacts
- Identify target business service providers and other venues for presenting PowerPoint presentation
- Develop a marketing plan
- Enlist partners to implement the marketing plan

6. Address operating/process considerations

These are the processes necessary to ensure smooth functioning of the program.

These processes should be set up and functioning before the program is rolled out to

clients. Some decisions are strictly procedural (e.g., recording client information) while others require policy decisions (e.g., confidentiality considerations)

Actions items:

- Develop clear criteria for eligibility for the program
- Develop confidentiality and service agreements for business clients, including what data they will provide to assess impact of the EG Program
- Develop client feedback mechanisms to monitor EG Program services
- Set up database to manage client contacts that is accessible to counselors, coordinator, and researchers (within the bounds of confidentiality)
- Determine clear procedures for referring clients to business counselors, researchers, and other service providers, including the role of the EG Program website as an entry point or interface to the program
- Determine clear procedures for recording client information and services provided
- Set up process to deliver training to business counselors and EG staff

7. Measure and report impact of EG Program

The desired impact metrics have already been determined at this point, including the data businesses will provide in response to the services they receive. Typically, a period of time elapses between when services are rendered and impact data is collected. Clients need to be aware that they will receive a survey at a later date (this can be built into the service agreement). Surveys can be distributed most easily by email or through a web-based program such as Survey Monkey. Other methods of collecting data include phone surveys, mailed surveys, interviews, and focus groups. This function would most likely be handled by the Coordinator; otherwise, it may need to be contracted to an outside entity. Impact results will be used by the oversight organization both to inform stakeholders about the results of the program and to make adjustments to the program itself.

Actions items:

- Determine method to collect impact metrics
- Resolve any confidentiality issues related to collecting and sharing business data
- Collect impact information from EG Program clients
- Analyze impact information using common statistical tools
- Report impact information and analysis to EG Program partners and the public (within the bounds of confidentiality)
- Revise EG Program and services based on impact analysis

Implementation Timeline

The target date for launching a pilot project is May 2009. Following are some suggested dates by which key actions should be completed for the project to be operational by that time. This is an ambitious timeline that may need to be modified based on the exigencies

of government decision making and funding cycles, logistical issues, and availability of key players and resources.

March – May 2008

- EG Task Force delineates desired EG Program impact metrics
- EG Task Force holds facilitated discussion(s) with Regional Partners members and other interested stakeholders in order to:
 - Determine oversight organization
 - Identify key partners and stakeholders
 - Discuss impact metrics
 - Determine EG delivery model and parameters
 - Identify available facilities and in-kind resources
 - Determine staffing and budgetary needs
 - Outline pilot project

June – July 2008

- EG Task Force develops detailed budget
- EG Task Force identifies available sources of funding, including partner organizations and grants
- Oversight organization submits grants for EG Program start-up and training needs

August – September 2008

- EG Task Force obtains funding and participation commitments from partners and business service providers
- Oversight organization creates operating agreements with participating entities
- EG Task Force/oversight organization determines training needed for staff, business service providers, and partners
- Oversight organization begins discussions with database vendors, training providers, and other contractors

October – December 2008

- EG Task Force/oversight organization develops overview training program with ED practitioners to assist in promoting program
- EG Task Force/oversight organization develops a marketing plan
- EG Task Force/oversight organization develops EG Program website

January – February 2009

- EG Task Force/oversight organization implements marketing plan
- EG Task Force/oversight organization implements training programs with ED practitioners to promote program to businesses
- EG Task Force/oversight organization establishes basic operating procedures for EG Program:
 - Eligibility criteria
 - Fee structures
 - Confidentiality and service agreements
 - Client information database

- Client feedback mechanisms
- EG Task Force/oversight organization determines method to collect impact metrics
- EG Task Force/oversight organization develops job description(s) for EG staff
- EG Task Force/oversight organization contracts with training providers and outside research entity (if applicable)

March – April 2009

- EG Task Force/oversight organization advertises EG staff position(s)
- EG Task Force/oversight organization interviews and hires EG staff
- EG Task Force/oversight organization implements training program with business counselors and EG staff
- EG staff/oversight organization contracts with vendors for databases and resources
- EG staff/oversight organization sets up office and purchases necessary equipment and supplies
- EG staff identifies two or three initial businesses to participate in pilot project

May 2009

- EG staff, oversight organization and EG Task Force produce grand opening event
- EG staff provides services to two or three pre-screened clients
- EG staff identifies program and political issues that arise
- EG Task Force/oversight organization meets with staff to determine necessary adjustments and resolve issues

Appendices

Appendix A – Interviews with Key Players

**Appendix B – Economic Gardening Models with Centralized Market
Research Function**

Appendix C – Resource Directory of Business Service Organizations

Appendix D – Proposal from Access/Information

Appendix E – Proposal from USSourceLink

Appendix F – Proposal from WebEG

Figure 1 – Overview of EG Consulting/Research Process

**Figure 2 – EG Consulting/Research Process from Client/Counselor
Perspective**

Appendix A

INTERVIEWS WITH KEY PLAYERS

The following interviews and exploratory conversations were conducted with resource providers in the Portland region during November 2007 through January 2008 for the purpose of understanding their programs, assessing interest, and identifying possible roles as strategic partners for the economic gardening program:

Contact	Title	Organization	Date	Interests/Assets
Scott Dawson	Dean, School of Business Administration	Portland State University	November 2, 2007 (Michelle)	Needs further exploration; doesn't see immediate tie-in
Charlie Allcock,	Director, Economic Development	PGE	November 5, 2007 (Christine and Michelle)	Interested in EG program focusing on traded sector business support
Tim Shea	Director	Clackamas County SBDC	November 5, 2007 (Christine and Michelle)	Interest in using SBDC counselors as network of initial business contacts for EG program
Jill Adams	Business Librarian	Beaverton Public Library	November 6, 2007 (Christine and Michelle)	Business research background; interested in supporting economic gardening program
Rob Pochert	Economic Development Program Manager	City of Beaverton	November 6, 2007 (Christine and Michelle)	Operates existing EG program—staff and databases. Possible interest in operating a regional EG center
Christina Deffebach, Paul Cooley, Karen	Long Range Policy Planning Manager; Business Dev Mgr, Data Resource	Metro	November 6, 2007 (Christine and	Offers data support, focuses on business land use and sustainability

Lowthian	Center; GIS Specialist		Michelle)	issues, help for small businesses in transit-oriented developments
Jon Down, Tom Frieberg, Laura Steffen	Director, Center for Entrepreneurship; Director, Moreau Center for Service and Leadership; Coordinator for Sustainable Entrepreneurship	University of Portland	November 7, 2007 (Christine and Michelle)	Interested in service opportunities and possible internships for students; support for sustainability initiatives
David Beam	Economic Development Coordinator/Planner	City of Newberg	November 7, 2007 (Christine and Michelle)	Directs the EG planning and implementation process
Abigail Elder, David Ratliff	Outreach Administrator, Central Library; Reference Administrator, Central Library	Multnomah County Library	November 7, 2007 (Christine and Michelle)	Offers business databases and reference/training expertise; possible location for regional EG center
Janet Harte	Certified Business Advisor	Washington State University - Small Business Development Center	November 15, 2007 (Michelle)	Offers business counseling expertise with growth companies
Pam Treece	Executive Director	Association of Regional Economic Development Partners, Inc.	December 14, 2007 (Christine)	EG program probably fits under Regional Partners at this point; EG program fulfills business retention/expansion part of regional ED equation
Tom Lowles	Director	Portland SBDC	December 19, 2007	Interested in EG program for

			(Christine)	referring client questions; wants to support program in any way possible
Lawrence Wallack, Sheila Martin	Dean, College of Urban & Public Affairs; Director, Institute of Portland Metropolitan Studies	Portland State University	December 19 & January 7, 2008 (Christine)	Offers Food Innovation Center at Business School; Institute of Metropolitan Studies putting together a Metropolitan Knowledge Network; possible student internships through Institute
John Rakowitz	Business Development Officer	OECD	January 8, 2008 (Christine)	Willing to advocate for support for EG program but state funding probably only available for a one-time cost rather than ongoing support

In addition, interviews (by telephone) were conducted with the staff of several regional or statewide economic gardening programs that have a centralized market research component with services distributed across a wide geographic area and/or with multiple strategic partners. See **Appendix B** for a summary of these models.

Appendix B

ECONOMIC GARDENING MODELS WITH CENTRALIZED MARKET RESEARCH FUNCTION

Wyoming Market Research Center

1000 E. University, Dept. 3922

Laramie, WY 82071

<http://uwadmnweb.uwyo.edu/wmrc/>

Contacts: Mike Lambert, Director, (307) 766-2688, mikelamb@uwyo.edu

Liz Parks, Market Researcher, (307) 766-5405, eparks@uwyo.edu

The State of Wyoming has consolidated its economic development activities under an economic entity called the Wyoming Business Council (WBC), which was set up by the legislature and is state-funded. The WBC funds both the SBDC network (about 50% of its funding) and the Wyoming Market Research Center (MRC), which is a centralized research service for referrals from the business support network. The MRC was started with an \$80-\$90K grant from the U.S. EDA that was matched by the state and University of Wyoming. In recent years, the state has experienced a surplus in its budget, primarily because of oil and gas revenues, and has funded the center as a line item in the state budget, which is renewed biennially. The SBDC also receives around half of its funding from the SBA. The MRC is located at the University of Wyoming in Laramie. MRC staff members are at-will university employees, and the university supplies the office space and overhead, access to benefits, and personnel services. There are currently three full-time staff members at the MRC, all of whom are researchers. The state SBDC director, Diane Wolverton, is also located down the hall from them.

The Wyoming Market Research Center provides services to Wyoming businesses, both established businesses and start-ups, particularly entrepreneurs with a new product or idea. According to their website, they help businesses answer questions like:

- Who are my customers and where are they located?
- Who are my competitors and what are their strengths and weaknesses?
- What are the chances that my invention will be a success in the US market?
- Where should I locate my restaurant?
- Who are the most likely businesses to buy from me, and how do I get in touch with them?
- What do I need to tell the bank to get financing?

Clients come to the MRC primarily from referrals. Agencies that can refer people to the MRC include:

- SBDCs – six regional centers with a total of 20 staff;
- GrowBiz, the Wyoming Procurement Technical Assistance Center (PTAC);
- Local economic development staff;

- University of Wyoming, especially through their research product center, which has a licensing and patent office;
- Statewide Wyoming Business Council staff such as the director of agriculture and director of energy; and
- Manufacturing Works (part of the national Manufacturing Extension Partnership-MEP)

As they have become increasingly well-known, businesses are contacting the MRC directly, especially if they have had work done before. MRC staff will take these projects, but also refer them to a counselor in one of their partner agencies for one-on-one assistance. The MRC is not a counseling organization but recognizes the importance of that piece. MRC does provide web optimization reports directly to business clients. They don't go through the counselors for those.

They serve all types and sizes of businesses, from start-ups to high-growth entrepreneurs. The majority of their clients are start-ups. During the past year they answered about 350 requests for information. Their typical turnaround time is seven days, and projects typically take six to seven hours to complete. They do not charge businesses for their research services.

In terms of work flow, they operate on a first-come, first-served basis (with a few exceptions based on political considerations). They have a staff of three people (they are just hiring a replacement for the third person, who left mid-year). They don't divide the work up based on type of project, but rather, when a staff person has time available, they take the next project on the list. Typical projects might include finding distributors for a company that manufactures agricultural implements, creating a marketing list for a small service business, and providing information about competitors to a wide variety of businesses. They try to answer the specific questions that businesses ask, but also provide them with additional actionable information.

The MRC subscribes to a number of databases, including Dun & Bradstreet's Million Dollar database, Dodge construction reports, Business Analyst, and BizMiner (industry reports). Because they are part of the SBDC network, they have access to the research services of SBDCnet, the National Information Clearinghouse in San Antonio, which also has about a seven-day turnaround time on maps and demographic information. They also have access to university resources, including a site license to ARCview GIS and use of library databases.

Jefferson County Business Resource Center (JCBRC)

1667 Cole Blvd. Bldg 19, Suite 400, Golden, CO 80401

<http://www.jeffcobrc.org>

Denise Stephens, Director, (303) 996-8976, dstephens@jeffcobrc.org

JCBRC is the first regional business resource center in Colorado. It is a partnership that includes county, city, and private enterprise participation. Partner organizations include:

- Cities of Arvada, Edgewater, Golden, Lakewood, Wheat Ridge
- Jefferson County
- Jefferson County Workforce Center
- Jefferson Economic Council
- Red Rocks Community College
- West Chamber (west Jefferson County)
- Arvada Chamber
- Conifer Chamber
- Evergreen Chamber
- Golden Chamber
- Small Business Development Center (SBDC)

The JCBRC is a mutually-beneficial service. Municipal governments get a lot of data and detailed information about local businesses from center, while at the same time being able to refer businesses in their city to the JCBRC for in-depth assistance. In turn, the JCBRC relies on the cities and chambers to refer clients to them.

The JCBRC opened in June of 2006 and is co-located with the West Chamber, Jefferson Economic Council, and SBDC (satellite office) in the Denver West Business Park. It operates as a one-stop center designed to centralize access to the myriad of resources needed to encourage the development and growth of entrepreneurial activity. The JCBRC can provide access to data that many smaller businesses can't afford. Services include:

- Business viability analysis and strategic planning
- Assistance with business plan development
- Market analysis
- Industry specific research
- Demographic and expenditure data
- Business-to-business targeted mailing lists
- Business-to-residential targeted mailing lists
- Business vendor lists
- Business consumer tips
- Brand and marketing materials assistance
- Information on sources of financing
- Direct links to essential information on governmental/regulatory agency sites
- Business education and workforce assistance
- Business education classes

The JBRC works primarily with established businesses that want to grow. Denise works closely with an SBDC counselor, who handles the start-up businesses, and with the Jefferson Economic Council staff, who by negotiated agreement handle the primary employers in the region.

In terms of work flow, Denise is the only staff person for the program. She handles the administrative, counseling, and research pieces of the program. Clients are directed to the JCBRC's website to start the process. Some initial information is gathered about each business through the website, and they are then referred to either the SBDC counselor if they are in initial planning stages, or to Denise if they are an established business. Information about each business is captured in a customer management system (Goldmine) that generates monthly and quarterly reports to the partners.

JCBRC's yearly budget is \$110,000 plus in-kind resources such as office space and IT support. Information resources they subscribe to include the DEX business data for all of Jefferson County, which includes more than 100 pieces of sortable information for each business; McGraw-Hill Dodge Construction reports; and DemographicsNow. They use a free online service, StrategyInsight.com, that evaluates the market potential for new products and services or entry into new markets. Through the SBDC, they also have access to the industry and market research services provided by SBDCnet. At this time, the JCBRC does not charge businesses for its research services.

The JCBRC serves around 250 businesses a year with some level of research support. On average, Denise spends between two and four hours on each client. She also gets research questions from JCBRC's partners (cities, college, chambers, and county). These questions typically take from six to eight hours to complete.

Basic Statistics:

Jefferson County has a population of **526,994**.

As of 2006, the Jefferson County Business Resource Center (JCBRC) had **19,134** business records in its database, which did not include businesses that operate without a business phone. Of these businesses,

- only **25** have **500** or more employees,
- **17,717** businesses have **25** or fewer employees, and
- **15,849** businesses have **10** or fewer employees and less than \$1 million in annual revenues.

**Center for Economic Development (CED)
Northeastern California Small Business Development Center (NECSBDC)**

California State University

Chico, CA 95929-0765

<http://www.csuchico.edu/cedp/>

Dan Ripke, Director, 530-898-4598, dripke@csuchico.edu

The Center for Economic Development (CED) was founded in 1986 at Chico State University, Chico Research Foundation, through a technical assistance grant administered by the U.S. Department of Commerce. In 2003, the CED became the lead Small Business Development Center, overseeing six of the centers at local community colleges, through a grant from the Small Business Administration (SBA). At this time the organization became known as the CED/SBDC Partnership, but since then it has come to be called the Northeastern California Small Business Development Center (NECSBDC).

The CED and the NECSBDC provide service in the following areas:

- Technical assistance and training
- Small business and entrepreneurial development and support
- Applied research and economic analysis
- Information dissemination
- Economic gardening
- Technology transfer
- Workshops and conferences

In addition to Dan, there is a full-time research coordinator and an events coordinator at the CED. They also employ four part-time student interns, as well as hiring PhD's on contract when needed, and utilizing the customized research services at the J.J. Hill Library (St. Paul, Minnesota). They invest heavily in training. The students must do an academic internship of 50 hours before they can be employed by the center. Interns who've been on the job a year or two frequently train the new interns. They look for both customer service skills and basic research skills when selecting interns for the program.

The CED markets its research services primarily through the six SBDCs in their region. They do not limit the type or stage of businesses they serve, but virtually 100 percent of their clients are small businesses with 50 or fewer employees—most have fewer than ten employees. The economic benefit is greater for companies that are mid-range in size and market-oriented, but they can't limit their services to that segment because of the nature of the SBDC mandate. Most research services are free to the businesses, although they do charge for mailing lists and limit the amount of hours they spend with each business.

In terms of work flow, SBDC counselors from the six regional centers refer questions to the CED. The research coordinator enters the client information into their Goldmine database and assigns the questions from the SBDC counselors to the student interns. He offers suggestions about where to find the information, and does some research himself in a pinch. They will go as far as they can with each research question, and then call in the experts (PhDs and J.J. Hill researchers) when necessary. They handle about 22 to 26

research questions a month. About sixty percent involve market analysis, while 40 percent entail creating targeted marketing lists. Most questions take two hours or less and often involve answers to simple questions such as potential market size.

Dan refers to their system as following a doctor-pharmacist analogy: the “patient” (business) goes to the “doctor” (SBDC counselor) for analysis and assistance. The doctor refers the patient to the “pharmacist” (CED research staff) to get the specific research help they need. As in the doctor-pharmacist analogy, the counselor then follows up with the business to make sure they understand the data they have received and know how to use it.

SBDC counselors go through a certification program operated by the Association of Small Business Development Centers (ASBDC). The centers must also go through a stringent accreditation process to make sure they meet the minimum basic requirements for an SBDC program. The SBDCs have a very advanced tracking system that allows them to collect data on all aspects of the business and track the long-term impact of their services.

Small Business Development Center – Research Center

Western Washington University
College of Business and Economics
119 N. Commercial St. #195
Bellingham, WA 98225-4455

www.cbe.wwu.edu/sbdc

Tom Dorr, Director, tom.dorr@wwu.edu

Aaron C. Ignac, Assistant Director, Research Center, (360) 733-4014, ext 108,
aaron.ignac@wwu.edu

Located at the College of Business and Economics of Western Washington University (Bellingham), the SBDC of Whatcom County has 17 staff people and a budget of \$1 million. They provide one-on-one counseling to businesses, but also provide research and analysis. The SBDC has had a research component for 20 years. Over the past ten years they have assisted some 4,000 businesses, a significant percentage of the 6,500 total businesses in the county of 185,000 population. They also do contract research work for a variety of public agencies such as the state parks department and city fire department, as well as doing outreach in the agricultural industry, particularly in the area of value-added agriculture. In October of 2007, they received funding to extend their research services to all 25 SBDCs in the state.

The Research Center's model is to tie economic gardening (EG) research services to technical assistance (TA). Many EG programs are focused on the end-user; they want to develop the capacity of the service providers to use and interpret research data. The Research Center is already part of the service provider network and has always offered technical assistance to small businesses.

The Research Center employs two full-time research analysts and five part-time MBA students, who receive a small stipend and tuition waiver. Every student in the MBA program can get course credit by working in the research center. They are high-demand positions because students get practical experience, make connections, and are almost guaranteed a job when they graduate. The center typically does not hire people with a library research background; they are looking for people with strong Excel skills and a financial background. They have found it easier to train staff in market research skills than in financial analysis skills. They work with the librarians at the university when they need that kind of research.

About 80 percent of Research Center clients are existing businesses and 20 percent are start-ups. Research requests come via the website as well as through SBDC counselors. In terms of work flow, tasks are parceled out to staff members on a first-come, first-served basis. Quality control is built into the system: every researcher's work is evaluated by another researcher before going out. They also provide interpretation and analysis of the data. Typically, research projects take two to four hours (it's closer to six to ten hours in the training phase).

The Research Center has subscriptions to Estatements.com and ReferenceUSA. A lot of the resources that they use (financial analysis templates, market saturation formulas, marketing collateral review templates, etc) have been developed in-house over the years. They also have a proprietary tracking system based on an Access database for collecting data about their business customers and producing reports.

The SBDC helps businesses with the following needs:

- Developing a business plan
- Developing a marketing strategy
- Analyzing financial statements
- Analyzing costs
- Developing a pricing strategy
- Gathering market research
- Identifying industry trends
- Valuing a small business for sale or purchase
- Developing personnel policies and procedures
- Assisting with expansion and growth
- Gaining information about SBA loan packages

For example, a dermatologist might want to open a new office and is looking at five different geographic locations. They will help with demographics and market penetration for the new locations, and identify additional promising areas he or she might want to consider. They also provide financial analysis services to businesses such as helping develop pro formas for loan packages, comparing industry evaluations, and providing business valuations. They will also analyze collateral marketing materials, review business plans for gaps, and evaluate a business's website.

The SBDC Research Center works with the Center for Economic and Business Research at Western Washington University, which has a disclosure agreement that allows them to receive confidential data sources that are used for regional profiles and cluster analysis. They would like to integrate this center into the EG program.

Appendix C

BUSINESS SERVICES RESOURCE DIRECTORY

PORTLAND-VANCOUVER MSA

Prepared by Christine Hamilton-Pennell

Growing Local Economies

christine@growinglocaleconomies.com

January 7, 2008

TABLE OF CONTENTS

<u>General Small Business Resources</u>	2
<u>Women and Minorities</u>	10
<u>Microenterprise Programs</u>	12
<u>High-Tech Business Support</u>	13
<u>Other Industry Specific Organizations</u>	15
<u>Financing</u>	18
<u>Chambers of Commerce</u>	21
<u>Economic Development Groups</u>	29
<u>Legal Services</u>	32
<u>Human Resources Issues and Workforce Training</u>	33
<u>International Trade</u>	38
<u>Office Space</u>	38
<u>Public Support Programs Relevant to Small Business Needs</u>	39
<u>University Programs</u>	41
<u>Business Development Associations that Provide No Direct Services to Businesses</u> ...	42
<u>Categories on Resource List</u>	45

GENERAL SMALL BUSINESS RESOURCES

Small Business Development Center (SBDC)

Portland: 2025 Lloyd Center Mall • Portland, OR 97232 • (503) 978-5080

Clackamas: 7736 SE Harmony Road, OIT Building-Room 172, Milwaukie, OR 97222, (503) 656-4447

Gresham: 323 NE Roberts Avenue (inside the PGE Building), Gresham, OR 97030 , (503) 491-7658

Website: www.bizcenter.org

Profile: with 24 offices around the state, the SBDC offers counseling, training, information and technical assistance in all aspects of small business management through its local offices and website.

Services offered: one-on-one counseling, workshops/seminars, training classes, business resource library, online databases

Target: small businesses in all stages

Industries: all

Areas of focus: concept feasibility, business plans, finances, marketing/sales, administration, problem solving

Region served: State of Oregon

Program contact: see local SBDC office

Strategic partners/alliances: funded by the SBA, OECDD, and community colleges; Small Business Advisory Council (PDC), Food Innovation Center

Candidate eligibility requirements: must be resident of Oregon

Cost: no cost for counseling though many workshops and training classes require a fee

To obtain services: call or visit local SBDC office. Online database is free through the website.

Other notes:

WSU Small Business Development Center (SBDC)

12000 NE 95th Street Suite 504 • Vancouver, WA 98682 • (360) 260-6372

Website: www.columbian.com/Business/SBDC

Profile: offers counseling, information and technical assistance in all aspects of small business management

Target: small businesses in all stages

Industries: all

Services offered: one-on-one counseling, referrals, research

Area of focus: business basics, business planning, concept feasibility, finances, marketing/sales, problem solving

Region served: Clark County

Program contact: Janet Harte

Strategic partners/alliances: SBA, SCORE

Candidate eligibility requirements: none

Cost: none

To obtain services: call the SBDC office

Other notes:

SBDC Training (Clark College Dept. of Corporate Education)

Clark College Corporate Education • 1800 E. McLoughlin Blvd., MS 6 • Vancouver, WA 98663 • (360) 992-2356

Website: http://web.clark.edu/conted/professional_dev/index.html

Profile: provides business advice, training, and research services to business owners or prospective owners. Clark College provides classes, seminars and workshops to assist small business owners with skills to maintain or expand a successful business, among them QuickBooks and writing a marketing plan.

Target: business owners in all stages

Industries: all

Services offered: workshops/seminars, training classes, certification

Area of focus: business planning, finances, business basics, administration, marketing/sales

Region served: Clark County

Program contact: Todd Oldham, Director of Corporate Education
Strategic partners/alliances: SBA, Washington State University, Clark College
Candidate eligibility requirements: none
Cost: varies depending on class
To obtain services: contact Clark College to receive a class catalog or visit website for class list
Other notes:

SCORE (Counselors to America's Small Business)

ODS Tower 601 SW Second Avenue Suite 950 • Portland, OR 97204 • (503) 326-3441

Website: www.scorepdx.org/

Profile: all volunteer organization of retired and working professionals that provides free business counseling and advice, email counseling, and workshops through local chapter offices

Target: small businesses in all stages

Industries: all

Services offered: one-on-one counseling, workshops/seminars, referrals, business resource library, mentoring

Area of focus: concept feasibility, business planning, business basics, loans/financing, problem solving, marketing/sales

Region served: state of Oregon

Program contact: no central contact – call office for more information

Strategic partners/alliances: SBA

Candidate eligibility requirements: none

Cost: all services are free, workshops require a small fee

To obtain services: call or visit the SCORE office

Other notes:

SCORE (Counselors to America's Small Business)

1704 1/2 Main Street • Vancouver, WA 98660 • (360) 699-1079

Website: www.scorevancouver.org/

Profile: all volunteer organization of retired and working professionals that provides free business counseling and advice, email counseling, and workshops through local chapter offices

Target: small businesses in all stages

Industries: all

Services offered: one-on-one counseling, seminars, referrals, mentoring, business resource library

Area of focus: concept feasibility, business planning, business basics, finances, loans/financing, marketing/sales, problem solving

Region served: Southwest Washington

Program contact: no central contact – call office for more information

Strategic partners/alliances: SBA

Candidate eligibility requirements: none

Cost: all services are free, workshops require a fee (\$79 each)

To obtain services: call or visit the SCORE office

Other notes:

Small Business Administration (SBA)

601 SW Second Avenue, Suite 950 • Portland, OR 97204 • (503) 326-2682

Website: www.sba.gov

Profile: independent agency of the federal government created to aid and protect small business concerns

Target: small businesses in all stages

Industries: all

Services offered: loans/financing, online databases, online courses

Areas of focus: business basics, business planning, finances, government contracts, international trade, loans/funding, marketing/sales

Region served: Total U.S.

Program contact: Harry DeWolf, District Manager for Oregon and SW Washington

Strategic partners/alliances: SBDCs, SCORE, Small Business Advisory Council (PDC), Child Care Development Services, PSU Business Outreach Program, Energy Trust of Oregon, Oregon Microenterprise Network, Women Entrepreneurs of Oregon

Candidate eligibility requirements: must be a U.S. resident

Cost: none

To obtain services: call or visit the local SBA office

Other notes:

Oregon Clusters (Oregon Business Council)

1100 SW 6th Suite 1608 • Portland, OR 97204 • (503) 595-7604

Website: www.oregonclusters.org

Profile: association developed to identify and promote the development of industry clusters in Oregon

Target: high growth, revenue over \$1 million and growing/expanding businesses

Industries: 19 established cluster groups (see list on website)

Services offered: networking opportunities, peer-to-peer counseling, referrals

Area of focus: industry clusters

Region served: State of Oregon

Program contact: Carina Christenson

Strategic partners/alliances: a joint effort of the Oregon Business Plan and OECDD

Candidate eligibility requirements: none

Cost: none

To obtain services: call Carina Christenson or visit website

Other notes: meets 2-3 times per year

Metro Regional Center

600 NE Grand Ave. • Portland, OR 97232 • (503) 797-1700

Website: www.metro-region.org

Profile: directly-elected regional government serving Clackamas, Multnomah and Washington counties focused on urban planning and development and transportation issues. The Data Resource Center develops maps (population, demographics) to aid in business and economic development.

Target: all businesses

Industries: all

Services offered: online databases (GIS data), GIS mapping, site selection assistance, land use planning, transportation planning and logistics

Area of focus: land use, sustainable business practices, transportation

Region served: Clackamas, Multnomah and Washington counties

Program contact: Data Resource Center, (503) 797-1742 or drc@metro-region.org

Strategic partners/alliances: Oregon Association of Minority Entrepreneurs, Association of Regional Economic Development Partners

Candidate eligibility requirements: none

Cost: customized maps created at \$85/hr.

To obtain services: call the Data Resource Center at (503) 797-1742 or visit the retail store at the Metro office

Other notes:

ONABEN A Native American Business Network

PO Box 231116 • Tigard, OR 97281 • (503) 968-1500

Website: www.onaben.org

Profile: association dedicated to helping Native Americans to own and operate a successful business by providing business programs, training and services.

Target: all small businesses (established and startups) by Native Americans

Industries: all

Services offered: one-on-one counseling, workshops/seminars, training classes, networking opportunities

Areas of focus: concept feasibility, business planning, marketing/sales, government contracts/procurement

Region served: State of Oregon
Program contact: Kristi Burns at kristi@onaben.org
Strategic partners/alliances:
Candidate eligibility requirements: must be Native American (no tribal affiliation required)
Cost: ranges from \$50-\$200 for workshops and training
To obtain services: contact local ONABEN office – see website for locations
Other notes:

Port of Portland

121 NW Everett St. • Portland, OR 97209 • (503) 944-7000
Website: www.flypdx.com/POP_home.aspx
Profile: offers a Small Business Development Program intended to increase local small business participation in Port projects and grow relationships with local small businesses.
Target: primarily minority or women-owned businesses
Industries: all
Services offered: mentoring, government contracts
Area of focus: transportation, government contracts/procurement (specifically Port contracts)
Region served: State of Oregon
Program contact: Rhonnda Edmiston, (503) 944-7587
Strategic partners/alliances: Oregon Dept. of Transportation, Airport Minority Advisory Council
Candidate eligibility requirements: must be certified through the federal government as a Disadvantaged Business Enterprise to qualify
Cost: none
To obtain services: contact Rhonnda Edmiston
Other notes:

Oregon Prospector

775 Summer Street NE, Suite 200 • Salem, Oregon 97301 • (503) 986-0156
Website: www.oregonprospector.com
Profile: Oregon's official website for site selection consultants and businesses interested in relocating or expanding a business in Oregon.
Target: startups to established businesses
Industries: all
Services offered: online databases, GIS mapping, site selection assistance
Areas of focus: business attraction/recruitment, business retention/expansion
Region served: State of Oregon
Program contact: admin@oeda.org
Strategic partners/alliances: OECDD, PGE, NW Natural, Avista Utilities, Pacific Power
Candidate eligibility requirements: none
Cost: none
To obtain services: visit website
Other notes:

City of Beaverton Economic Gardening Program

P.O. Box 4755 • Beaverton, OR 97076 • (503) 526-2512
Website: www.businessbeaverton.com/content/businessServices/business-services-expansion-retention.php
Profile: a program created to help grow local businesses by giving them access to high-quality market research and demographic databases that will improve their decision making
Target: established, growing/expanding and high growth potential businesses
Industries: all
Services offered: GIS mapping, online databases, site selection assistance, research/competitive intelligence, one-on-one counseling, referrals
Areas of focus: business retention/expansion, marketing/sales, regulations/compliance, problem solving
Region served: Beaverton city limits
Program contact: Junichi Shibatani, City of Beaverton Business Resource Team

or Evelyn Orr, Beaverton Area Chamber of Commerce

Strategic partners/alliances: City of Beaverton Economic Development, Beaverton Area Chamber of Commerce

Candidate eligibility requirements: businesses located within Beaverton city limits or considering a move to the area. Must be in business for 2 years and breaking even or profitable

Cost: none

To obtain services: call or email Junichi Shibatani at jshibatani@ci.beaverton.or.us or Evelyn Orr at evelyn@beaverton.org

Other notes:

Oregon Entrepreneurs Network (OEN)

309 SW Sixth Ave., Suite 212 • Portland, OR 97204 • (503) 222-2270

Website: www.oen.org

Profile: organization dedicated to assisting emerging growth-oriented companies across Oregon and the Pacific Northwest, connecting companies to expertise and other resources they need to grow their business.

Target: concept phase, startups, high growth potential

Industries: all

Services offered: workshops/seminars, one-on-one counseling, peer-to-peer counseling, business resource library (online)

Areas of focus: concept feasibility, business planning, venture capital/funding, finances, networking, problem solving

Region served: State of Oregon and SW Washington

Program contact: Linda Weston, Executive Director

Strategic partners/alliances: University of Portland Center for Entrepreneurship, PSU Business Outreach Program

Candidate eligibility requirements: none – membership not required to receive services

Cost: varies depending on training or event

To obtain services: see website to register for events or call OEN office

Other notes:

Multnomah County Library (Business Library)

801 S.W. 10th Avenue • Portland, OR 97205 • (503) 988-5123

Website: www.multcolib.org/business/

Profile: largest public library in the state of Oregon

Target: all businesses

Industries: all

Services offered: business resource library, online databases (accessible via internet)

Areas of focus: business-related information, non-profit information and library services

Region served: State of Oregon and SW Washington

Program contact: questions: reference desk, community outreach: Abigail Elder.

Strategic partners/alliances:

Candidate eligibility requirements: free library cards are available to residents of Multnomah, Clackamas, Washington or Hood River counties in Oregon and Clark, Skamania and Klickitat counties in Washington

Cost: library cards are \$70 for non-residents

To obtain services: must obtain a library card by appearing in person and showing photo ID

Other notes:

Fort Vancouver Regional Library

1007 E. Mill Plain Blvd. • Vancouver, WA 98663 • (360) 695-1561

Website: www.fvrl.org

Profile: largest public library in Southwest Washington, serving as the central hub for 13 branch libraries.

Target: all businesses in all stages, non-profits

Industries: all

Services offered: online databases, business resource library

Area of focus: business-related information, non-profit information and library services
Region served: Clark, Skamania and Klickitat counties, City of Woodland, Yale Precinct
Program contact: questions: Reference Desk
Strategic partners/alliances:
Candidate eligibility requirements: must live in service area
Cost: none
To obtain services: must obtain a library card to access databases
Other notes: houses the Non-Profit Resource Center providing online access to the Foundation Center

Portland Ambassadors (Portland Development Commission)
222 NW 5th Avenue • Portland, OR 97209 • 503-823-0271
Website: www.pdc.us/bus_serv/business_support/ambassadors.asp
Profile: private business executives dedicated to regional business development, with a focus on recruiting business in the area and promoting the region as a desirable business location.
Target: established businesses, revenues over \$1 million
Industries: all
Services offered: workshops/seminars, networking opportunities, referrals
Areas of focus: networking, business recruitment/attraction, business retention/expansion
Region served: Portland Metro area
Program contact: Anne Mangan, (503) 823-2594 or Kate Staples (503) 823-9077
Strategic partners/alliances: Portland Development Commission, Association of Regional Economic Development Partners
Candidate eligibility requirements: principal of a business in the Portland Metro area
Cost: \$500-\$5000 for membership
To obtain services: must become a member
Other notes:

Portland Development Commission
222 NW Fifth Ave • Portland, OR 97209 • (503) 823-3200
Website: www.pdc.us
Profile: offers direct and indirect assistance to businesses looking to expand or locate in the Portland area, including business loans or assistance in locating the right site for a business expansion or relocation. Also provides small business loan programs and local incentives for locating businesses and jobs in target areas. PDC programs include: Ambassador Program, Small Business Advisory Council, Business Location Services and the Data Center.
Target: startups to established businesses
Industries: all
Services offered: loans/financing, storefront improvement, online databases (state/community information in Data Center), GIS mapping
Area of focus: business attraction/recruitment, business retention/expansion, loans/funding, site selection assistance, regulations/compliance, referrals
Region served: Portland Metro area
Program contact: Melanie Rund, Business Services
Strategic partners/alliances: Association of Regional Economic Development Partners, OECD, Portland Business Alliance, Portland Ambassadors, City of Portland Office of Sustainable Development, Zero Waste Alliance, OMEP, Lewis & Clark Law School Small Business Legal Clinic, Housing Development Center, Small Business Advisory Council, PSU Business Outreach Program
Candidate eligibility requirements: have a business located in the Portland Metro area or considering relocation to the Portland Metro area
Cost: none
To obtain services: see website for more details about specific programs and contact information
Other notes:

Oregon Economic and Community Development Dept. (OECD)
775 Summer St. NE, Suite 200 • Salem, OR 97301 • (503) 986-0123
Website: <http://econ.oregon.gov>

Profile: state agency that directs state and federal government loan and grant funds to various programs to create new jobs and grow businesses.

Target: associations that support business development and expansion

Industries: all

Services offered: loans/funding, demographics/workforce/economic data (website)

Areas of focus: business attraction/recruitment, business retention/expansion, loans/financing for business development programs

Region served: State of Oregon

Program contact: Business and Trade division-see reps for each county on website

Strategic partners/alliances: Portland Development Commission, Open Technology Business Center (OTBC), Oregon Clusters, OMEP, Oregon Government Contract Assistance Program, Small Business Advisory Council (PDC), Oregon Prospector, Oregon Microenterprise Network

Candidate eligibility requirements: not applicable

Cost: not applicable

To obtain services: see website for economic data; funds distributed through other organizations

Other notes:

The Oregon Economic & Community Development Department (OECD) Portland Office

121 W Salmon, Suite 205 • Portland, OR 97204 • (503) 229-5625

Website: none

Profile: one of 12 business development offices in regional offices across the state that works closely with companies in locating, relocating or expanding in Oregon. This assistance can require funding and financial incentives to businesses considering Oregon for expansion or relocation. Has business finance and international trade sections.

Target: traded sector companies and industry clusters

Industries: all

Services offered: loans/financing, financial incentives

Area of focus:

Region served: Portland Metro area

Program contact: Business Development, (503) 681-6430; Business Finance, (503) 986-0172

Strategic partners/alliances: Portland Development Commission, Open Technology Business Center (OTBC), Oregon Clusters, OMEP, Oregon Government Contract Assistance Program, Small Business Advisory Council (PDC), Oregon Prospector, Oregon Microenterprise Network, Multnomah/Washington Regional Investment Board

Candidate eligibility requirements: call for information

Cost: none

To obtain services: call for information

Other notes:

Oregon Labor Market Information System (OLMIS)

875 Union St. NE • Salem, OR 97311 • 877-517-5627

Website: www.qualityinfo.org

Profile: website providing economic, demographic, and workforce information on Oregon communities. Website allows users to customize reports to provide a variety of data by locale or region.

Target: all businesses in all phases

Industries: all

Services offered: demographics/workforce/economic data, online databases

Area of focus: workforce development

Region served: State of Oregon

Program contact: see website for the contact that meets your needs

Strategic partners/alliances: Oregon Employment Department

Candidate eligibility requirements: must attend one meeting prior to applying for membership

Cost: none

To obtain services: see website for free access to database

Other notes:

Business Referral Network

255 Capitol Street, N.E. Suite 151 • Salem, OR 97310 • (503) 986-2200

Website: www.filinginoregon.com

Profile: website providing general information on starting and operating a business in Oregon.

Target: concept phase or early startup businesses

Industries: all

Services offered: online databases

Area of focus: regulations/compliance, licensing, business basics, business planning

Region served: State of Oregon

Program contact: no specific contact

Strategic partners/alliances: Oregon Secretary of State

Candidate eligibility requirements: not applicable

Cost: none

To obtain services: visit website

Other notes:

Portland General Electric

121 SW Salmon Street • Portland, OR 97204 • (503) 464-7694

Website: www.portlandgeneral.com/economic_development/

Profile: Portland's local electric utility. PGE's economic development department works with state, local and economic development agencies to assist businesses moving into the area

Target: established businesses, growing/expanding businesses

Industries: all

Services offered: one-on-one counseling, referrals

Areas of focus: business attraction/recruitment, business retention/expansion, operations issues, problem solving

Region served: most of Multnomah, Clackamas, Washington, Columbia and Yamhill counties

Program contact: Charlie Allcock

Strategic partners/alliances: Association of Regional Economic Development Partners, Oregon Prospector

Candidate eligibility requirements: established business considering a move to PGE service area

Cost: none

To obtain services: contact Charlie Allcock

Other notes:

Oregon Government Contract Assistance Program

PO Box 1364 • Lake Oswego, OR 97035 • (503) 635-3921

Website: www.gcap.org

Profile: established by Congress to assist private sector businesses in marketing goods and services to the Department of Defense

Target: established businesses

Industries: all

Services offered: one-on-one counseling

Areas of focus: government contracts/procurement

Region served: State of Oregon

Program contact: no central contact

Strategic partners/alliances: sponsored by the Oregon Economic Initiatives, the Defense Logistics Agency, the OECD, and the Oregon Dept. of Transportation.

Candidate eligibility requirements: see website "getting started" for more information

Cost: none

To obtain services: call the GCAP office for more information

Other notes:

Yamhill County Geographic Information Systems (YCWebMaps)

535 NE 5th St • McMinnville, OR 97128 • (503) 434-7505

Website: www.co.yamhill.or.us/GIS/GIS.asp

Profile: YCWebmaps was developed to provide access to interactive digital maps that allow website visitors to explore Yamhill County, Oregon with simple controls for viewing.

Target: all businesses

Industries: all

Services offered: GIS mapping

Areas of focus: site selection, regulations/compliance

Region served: Yamhill County

Program contact: none

Strategic partners/alliances: none

Candidate eligibility requirements: none

Cost: none

To obtain services: visit website

Other notes:

WOMEN AND MINORITIES

Office of Minority, Women and Emerging Small Business (OMW/ESB)

350 Winter St. NE; Rm. 200 • Salem, OR 97301 • (503) 947-7976

Website: <http://egov.oregon.gov/DCBS/OMWESB/>

Profile: OMWESB is the sole certification authority in Oregon for targeted government contracts for disadvantaged, minority-and woman-owned businesses, and emerging small businesses.

Target: established businesses

Industries: all

Services offered: training classes

Areas of focus: minority business certification

Region served: State of Oregon

Program contact: Raleigh Lewis, Manager

Strategic partners/alliances:

Candidate eligibility requirements: business must be owned by women or minorities or the disadvantaged, OR be an established businesses with less than 29 employees (race/gender neutral)

Cost: none

To obtain services: see website to register for training and/or obtain application for certification

Other notes:

Minority Business Development Administration (MBDA)

San Francisco Regional Office: 221 Main Street Room 1280 • San Francisco, CA 94105 • (415) 744-3001

Website: www.mbda.gov

Profile: federal agency created to foster the establishment and growth of minority-owned businesses in America.

Target: concept phase to established business

Industries: all

Services offered: one-on-one counseling, workshops/seminars, referrals, training classes, business resource library

Areas of focus: concept feasibility, business planning, finances, business basics, minority business certification, loans/funding, problem solving, marketing/sales, government contracts/procurement

Region served: San Francisco office serves Washington, Oregon, Idaho, California

Program contact: Linda Marie Marmolejo, Regional Director

Strategic partners/alliances: U.S. Dept. of Commerce provides funding

Candidate eligibility requirements:

Cost: varies depending on program

To obtain services: call the office or register for classes online

Other notes:

Minority Business Opportunity Committee

3527 NE 15th Ave., PMB 202 • Portland, OR 97212 • (503) 802-8533

Website: www.bdiweb.org/

Profile: partnership of private sector, federal, state, local and regional governments in Oregon and southwest Washington that strives to enhance opportunities for small minority-owned businesses to earn contracts on public and private sector projects.

Target: minority, women-owned and emerging small business community, as well as people working on diversity issues

Industries: all

Services offered: training classes (capacity building, especially construction businesses)

Areas of focus: government contracts/procurement, public policy, minority business development, sustainable business practices

Region served: State of Oregon and Southwest Washington

Program contact: Cinna'Mon Williams

Strategic partners/alliances: all local minority chambers, Portland Business Alliance

Candidate eligibility requirements: none

Cost: none

To obtain services: check website for training opportunities and registration instructions

Other notes: has been in existence for 27 years; all members of committee are volunteers who work in the public and private sectors. Plans the local celebration of Minority Enterprise Development Week—awards ceremony, luncheon, trade show (October 1, 2008)

Women Entrepreneurs of Oregon

PMB 119 - 3 Monroe Parkway, Ste. P • Lake Oswego, OR 97035 • no phone/contact by email only,

info@oregonweo.org

Website: <http://www.oregonweo.org/>

Profile: organization offering tools for success for women in business by offering education, networking, and mentoring opportunities.

Target: all established businesses

Industries: all

Services offered: workshops/seminars, networking opportunities, referrals

Area of focus: networking, marketing/sales, business basics

Region served: state of Oregon

Program contact: Shana Larsen, President

Strategic partners/alliances: SBA

Candidate eligibility requirements: must attend one meeting prior to applying for membership

Cost: \$99 annual membership

To obtain services: see website for list of events and contact information

Other notes:

Women Entrepreneurs Organization (Washington)

PO Box 821144 • Vancouver, WA 98682 • contact through website

Website: www.weowa.org

Profile: offers tools for success for women in business through education, networking, and mentoring opportunities.

Target: all established businesses

Industries: all

Services offered: networking opportunities, referrals

Area of focus: networking, marketing/sales

Region served: Southwest Washington

Program contact: Ramona Lupo, President

Strategic partners/alliances: Greater Vancouver Chamber of Commerce

Candidate eligibility requirements: see website for possible member classification groups
Cost: \$78 annual membership
To obtain services: see website for list of events and contact information
Other notes:

MICROENTERPRISE PROGRAMS

Oregon Association of Minority Entrepreneurs

4134 N. Vancouver Ave • Portland, OR 97217 • (503) 249-7744

Website: www.oame.org

Profile: Oregon chapter of a national organization to promote entrepreneurship among minorities

Target: ethnic minorities with small businesses in concept, startup or growing/expanding stages

Industries: all

Services offered: one-on-one counseling, mentoring, workshops/seminars, business resource library, discounted office facilities, administrative/office services, loans/financing, networking opportunities

Areas of focus: business basics, finances, government contracts/procurement, marketing/sales, administration

Region served: State of Oregon and SW Washington

Program contact: Samuel Brooks, Chairman

Strategic partners/alliances: Metro Regional Center, PSU Business Outreach Program

Candidate eligibility requirements: must be member of OAME

Cost: \$150- \$400 based on business size

To obtain services: call OAME office for more information

Other notes:

Portland State University (PSU) Business Outreach Program

615 SW Harrison • Portland, OR 97201 • (503) 725-3705

Website: www.sba.pdx.edu/outreach/index.html

Profile: provides business consulting services to low to moderate income businesses, primarily minority and women-owned business owners and micro-entrepreneurs in inner North and NE Portland. Services are provided by local business consultants and PSU Business students.

Target: small businesses in the concept phase, startups, established and growing/expanding businesses; some focus on low-income minorities and women.

Industries: all

Services offered: one-on-one counseling, peer-to-peer counseling, mentoring, business resource library, online databases

Area of focus: business planning, concept feasibility, research/competitive intelligence, marketing/sales, problem solving, finances, legal

Region served: Portland Metro area

Program contact: Gary Brown, Director, (503) 725-3705, garyb@sba.pdx.edu

Strategic partners/alliances: Small Business Association, Mercy Corps Northwest, Portland Development Commission, Oregon Microenterprise Network, SBDC, Oregon Association of Minority Entrepreneurs, Cascadia Revolving Fund, Hispanic Chamber of Commerce, African-American Chamber of Commerce, Oregon Entrepreneurs Network

Candidate eligibility requirements: business may have up to ten employees and revenues of \$50,000 to \$1,000,000

Cost: varies based on business income

To obtain services: Contact Gary Brown

Other notes:

Mercy Corps Northwest

2069 NE Hoyt St. • Portland, OR 97232 • (503) 236-1580 x206

Website: www.mercycorpsnw.org

Profile: assists low-income individuals to increase their economic self-sufficiency through micro-enterprise development and self-employment
Target: low-income/minority entrepreneurs in startups and established businesses
Industries: all
Services offered: training classes, workshops/seminars, one-on-one counseling, mentoring, loans/financing
Areas of focus: business basics, loans/financing
Region served: Multnomah, Washington, Clackamas, Columbia, and Yamhill counties in Oregon and Clark County in Washington
Program contact: John Haines, Exec. Director, John Haines, Asst. Director
Strategic partners/alliances: Mercy Corps, PSU Business Outreach Program
Candidate eligibility requirements: income must be 80% or less of U.S. median (see website for details)
Cost: sliding scale based on need
To obtain services: call for appointment
Other notes:

Oregon Microenterprise Network (OMEN)

1220 SW Morrison Suite 805 • Portland, OR 97205 • (503) 546-9913

Website: www.oregon-microbiz.org

Profile: statewide association of microenterprise development programs and their supporters that provide training, lending and other enterprise opportunities to entrepreneurs with limited access to economic resources.

Target: organizations that support microenterprises

Industries: all

Services offered: no direct services to small businesses

Areas of focus: loans/financing

Region served: state of Oregon

Program contact: Valerie Plummer, Executive Director

Strategic partners/alliances: SBA, Corporation for Economic Development, OECD

Candidate eligibility requirements: businesses/organizations interested in supporting microenterprise

Cost: NA

To obtain services: NA

Other notes:

HIGH-TECH BUSINESS SUPPORT

Oregon Nanoscience and Microtechnologies Institute (ONAMI)

P.O. Box 2041 • Corvallis, OR 97339 • contact by mail or email through website

Website: www.onami.us

Profile: ONAMI is focused on research and commercialization of nanoscience and microtechnologies to foster the creation of new products, companies and jobs in the Pacific Northwest.

Target: startup businesses, established businesses

Industries: High tech only

Services offered: lab facilities

Areas of focus: product development, problem solving, high-tech development

Region served: State of Oregon and Southwest Washington

Program contact:

Strategic partners/alliances: Oregon State University, Portland State University, University of Oregon, Pacific Northwest Natural Laboratories, federal/state and private businesses

Candidate eligibility requirements: contact for more detail

Cost: contact for more detail

To obtain services: contact ONAMI by email or mail

Other notes:

Open Technology Business Center (OTBC)

15455 NW Greenbrier Pkwy., Ste 210 • Beaverton, OR 97006 • (971) 223-4660

Website: www.opentechcenter.com

Profile: technology-oriented business incubator devoted to supporting the growth of technology startups in Oregon through individualized coaching programs and commercialization assistance.

Target: high growth potential only

Industries: Technology or a fit with Oregon's cluster technologies (Aerospace/Aviation, Biomedical Devices (non-lab), Cyber Security, Defense, Display Technologies, Nano-technology, Open Technology, Semiconductors, Software, Telecommunications)

Services offered: one-on-one counseling, mentoring, workshops/seminars, networking opportunities, discounted office facilities

Areas of focus: business planning, product development, venture capital/funding, problem solving, marketing/sales, high-tech development

Region served: State of Oregon

Program contact: Steve Morris, Executive Director

Strategic partners/alliances: City of Beaverton, OECDD

Candidate eligibility requirements: must have financial resources to support business for 6-12 months (prior to receiving outside funding) and a willingness to locate the business in Beaverton (a program sponsor). See website for more details.

Cost: varies depending on space requirements and other needs

To obtain services: must apply to be accepted in the program – application available on website

Other notes:

Portland State Business Accelerator (Portland State University)

2828 SW Corbett Avenue, Suite 100 • Portland, OR 97201 • (503) 725-2312

Website: www.psba.pdx.edu

Profile: business incubator for technology-oriented startup companies

Target: startup companies

Industries: High-tech only

Services offered: discounted office space, workshops/seminars, networking opportunities, administrative/office services, lab facilities (available to those with development agreements with PSU faculty)

Areas of focus: high-tech development, business planning

Region served: Portland Metro area

Program contact: Carol Mason, Director

Strategic partners/alliances: Portland State University, Oregon Nanoscience and Microtechnologies Institute (ONAMI)

Candidate eligibility requirements: must apply for acceptance to program

Cost: varies – call for more information

To obtain services: call office for more information and application

Other notes:

University of Oregon Center for Advanced Materials Characterization (CAMCOR)

1252 University of Oregon - 1371 E 13th St, Room 163 • Eugene, OR 97403 • (541) 346-4307

Website: www.uoregon.edu/~chem/camcor.html

Profile: full-service, comprehensive materials characterization center available to research institutions and private industry. The CAMCOR facilities houses capital-intensive equipment to provide enabling infrastructure for research in chemistry, nanoscience, materials science, bioscience, and optics.

Target: established businesses

Industries: technical sector

Services offered: lab facilities, training classes (on equipment usage)

Areas of focus: product development, high-tech development

Region served: State of Oregon

Program contact: Jeanne Basom, Administration

Strategic partners/alliances: Oregon Nanoscience and Microtechnologies Institute (ONAMI)

Candidate eligibility requirements: call for more information

Cost: varies based on needs

To obtain services: call for more information

Other notes:

OTHER INDUSTRY SPECIFIC ORGANIZATIONS

Food Innovation Center

1207 NW Naito Parkway • Portland, OR 97209 • (503) 872-6680

Website: <http://fic.oregonstate.edu/index.php>

Profile: one-stop resource for food producers, processors, marketers, and entrepreneurs. FIC offers a staff of technologists, engineers, economists and business professionals with real-world experience and technical skills to help food and agricultural enterprises.

Target: concept phase, startup, growing/expanding, high-growth potential businesses

Industry: food product development and manufacturing

Services offered: workshops/seminars, lab facilities, one-on-one counseling, regulatory assistance

Areas of focus: product development, marketing/sales, international trade

Region served: State of Oregon

Program contact: varies depending on information need. See website for more detail

Strategic partners/alliances: Oregon State University, Department of Agriculture, SBDCs

Candidate eligibility requirements: varies depending on services desired

Cost: varies depending on programs/services

To obtain services: contact the Program Leader that fits business need (see website/call for more info)

Other notes:

Housing Development Center – Contractor Support Program

847 NE 19th Ave. • Portland, OR 97232 • (503) 335-3668

Website: www.hdc1.org/contractor_support_program.html

Profile: assists construction firms owned by minorities, women and disadvantaged entrepreneurs by enhancing their expertise and building capacity.

Target: all construction businesses from startups to established firms owned by minorities, women or the disadvantaged

Industries: construction-related

Services offered: one-on-one counseling

Areas of focus: business basics, finances, administration, marketing/sales, minority business issues

Region served: Multnomah, Washington, Clackamas and Clark counties

Program contact: Nuradin Kariye, Program Manager at nuradin@hdc1.org

Strategic partners/alliances: City of Portland, Multnomah County, Tri-met, Portland Development Commission, Housing Authority of Portland

Candidate eligibility requirements: must complete a contractor assessment and complete a workplan

Cost: none

To obtain services: call office and indicate an interest in participating in the program

Other notes:

Oregon Manufacturing Extension Partnership (OMEP)

20175 NW AmberGlen Court, Suite 100 • Portland, OR 97006 • (503) 725-2666

Website: www.omep.org

Profile: team of manufacturing professionals who provide high level technical assistance

Target: startups, established businesses, growing/expanding businesses, high growth potential and revenue over \$1 million

Industries: manufacturing

Services offered: one-on-one counseling, workshops/seminars

Areas of focus: lean manufacturing

Region served: State of Oregon

Program contact: Mary Chalkiopolous, Program Director
Strategic partners/alliances: OECDD, Oregon Institute of Technology, NW Food Processors of Oregon, Portland Development Commission, Oregon Gateway for Business and Education
Candidate eligibility requirements:
Cost: fee for services – call for more information
To obtain services: call the office to discuss
Other notes:

Technical Assistance for Community Services

1001 SE Water Ave, Suite 490 • Portland, OR 97214 • (503) 239-4001

Website: www.tacs.org

Profile: provides training, consultation, information, and resources that nonprofits need to do their work better.

Target: nonprofit organizations

Industries: nonprofit organizations

Services offered: workshops/seminars, training classes, networking opportunities

Areas of focus: nonprofit development, loans/financing, problem solving, regulations/compliance, marketing/sales

Region served: State of Oregon and Southwest Washington

Program contact: Carol Cheney, Program Manager

Strategic partners/alliances:

Candidate eligibility requirements: must be a member of a non-profit organization

Cost: varies, roughly \$20 for seminars, \$200 for training classes

To obtain services: call office or register online

Other notes:

Northwest High Performance Enterprise Consortium

2141 N.W. 25th Avenue • Portland, Oregon 97210 • (503) 778-6208

Website: www.nwhpec.org

Profile: provides a forum for education and the exchange of information regarding business best practices and processes in the Pacific Northwest

Target: all businesses in all stages

Industries: all, though most relevant to manufacturing

Services offered: networking opportunities, workshops/seminars, online databases

Areas of focus: operations issues, leadership, problem solving

Region served: State of Oregon, State of Washington

Program contact: Julie Hatten

Strategic partners/alliances:

Candidate eligibility requirements: none

Cost: varies

To obtain services: contact office for more information

Other notes:

Trillium Artisans

9119 SE Foster Rd. • Portland, OR 97266 • (503) 775-7993

Website: www.trilliumartisans.org

Profile: microenterprise support and community economic development program that empowers artisans and actively connects them to markets. All products reflect the commitment to sustainability: they are created with at least 50% recycled or reclaimed materials, and are priced to pay the artisan a living wage.

Target: startup and established businesses, specifically low-income artists in microenterprises

Industries: artists and craftsmen

Services offered: workshops/seminars, peer-to-peer counseling, networking opportunities, one-on-one counseling

Areas of focus: marketing/sales, product development, problem solving

Region served: Portland Metro area

Program contact: Christine Claringbold

Strategic partners/alliances:

Candidate eligibility requirements: 1) must be an artisan earning 50% or less of US median income (see website for actual amounts based on HH size) 2) At least 50% of product must be made from recyclable or reclaimed materials 3) artwork must be approved by board (see website for details)

Cost: none

To obtain services: call or email Christine Claringbold for an appointment

Other notes:

Pacific Northwest Defense Coalition

PO Box 2571 • Clackamas, OR 97015 • (503) 312-3175

Website: www.pndc.us

Profile: organization of 80 companies dedicated to improving the defense industry climate in the region through educational programs, business-to-business networking, and outreach to government decision makers.

Target: all businesses selling to the defense industry

Industries: all

Services offered: networking opportunities, workshops/seminars

Areas of focus: networking, marketing/sales

Region served: State of Oregon, State of Washington

Program contact: Brice Barrett, Executive Director

Strategic partners/alliances:

Candidate eligibility requirements: must be a member to attend events

Cost: \$385-\$1650 based on # of employees

To obtain services: contact office or obtain membership application online

Other notes:

Associated General Contractors – Oregon Columbia Chapter

9450 S.W. Commerce Circle, Suite 200 • Wilsonville, Oregon 97070 • (503) 682-3363

Website: www.agc-oregon.org

Profile: full service trade association dedicated to giving our contractor members the tools they need to make their businesses more competitive.

Target: startups to established businesses

Industries: construction

Services offered: networking opportunities, employment/personnel, regulatory assistance, business resource library

Areas of focus: regulations/compliance, operations, problem solving, government contracts/procurement

Region served: State of Oregon and Southwest Washington

Program contact: Linda Scronce-Johnson, Membership

Strategic partners/alliances:

Candidate eligibility requirements: own business in construction or have a business that sells to the construction industry

Cost: \$975-\$5000 based on annual sales

To obtain services: apply for membership online or contact office

Other notes:

Building Industry Association of Southwest Washington

103 E 29th Street • Vancouver, WA 98663 • (360) 694-0933

Website: www.biasw.org

Profile: trade association, organized by local homebuilders in 1970, to provide a united voice for the building industry in Clark County.

Target: startup to established businesses in the construction industry

Industries: construction and vendors selling to construction companies

Services offered: networking opportunities, workshops/seminars, training classes, certification

Area of focus: marketing/sales, employee training, regulations/compliance

Region served: Southwest Washington

Program contact: David Roewe, Executive Director

Strategic partners/alliances:

Candidate eligibility requirements: must conduct business in Southwest Washington

Cost: \$555 annual membership

To obtain services: see website for more information

Other notes:

Southwest Washington Contractor's Association

7017 NE Hwy 99, Ste 214 • Vancouver, WA 98665 • (360) 694-7922

Website: www.swca.org

Profile: supports contractors by providing work space and facilities, specific project/bid information, local construction news, and networking opportunities for construction professionals

Target: established businesses

Industries: construction

Services offered: networking opportunities, discounted office facilities, referrals, centralized source for new project bid requests

Area of focus: networking, marketing/sales, administration, government contracts/procurement

Region served: Southwest Washington

Program contact: Randy at randy@swca.org

Strategic partners/alliances:

Candidate eligibility requirements: established business operating in Southwest Washington

Cost: \$635 annual membership

To obtain services: obtain membership application online or call office

Other notes:

FINANCING

Albina Community Bank - Microloan Fund

430 NW 10th Ave., Suite 101 • Portland, OR 97209 • (503) 287-7537

Website: www.albinabank.com

Profile: Portland's only community development bank. Focuses on the delivery of financial education programs and community development initiatives.

Target: small, emerging, women- and minority-owned businesses

Industries: all

Services offered: loans/financing, training classes (financial education)

Area of focus: loans/financing

Region served: focus on Portland metro area; will serve anyone in the state

Program contact: Stephen Greene, (503) 249-7744

Strategic partners/alliances: NE Portland Community Development Trust

Candidate eligibility requirements: must qualify for loans

Cost: some fees for banking services

To obtain services: contact the bank by phone, through the website, or in person

Other notes:

Multnomah/Washington Regional Investment Board

4336 SW Condor Ave • Portland, OR 97239 • (503) 228-5565

Website: none listed

Profile: manages the Regional/Rural Investment Lottery Funds (state lottery funds) allocated to Multnomah and Washington counties by the Legislature and the Oregon Economic and Community Development. Forgivable loan financing is available for projects that result in the creation of jobs and leverage additional investment within the two counties.

Target: small businesses (fewer than 25 employees) looking to diversify or expand, and companies that provide jobs for disenfranchised or hard to place workers

Industries: all

Services offered: loans/financing

Area of focus: loans/financing, workforce development

Region served: Multnomah and Washington counties

Program contact: Mary McArthur

Strategic partners/alliances: OECDD

Candidate eligibility requirements: company has been in business a minimum of 3 years (verifiable through tax returns); company has fewer than 25 employees; employment is covered payroll, e.g., verifiable through the Oregon Employment Department; new jobs will be retained for a minimum of 12 months; company is located in Multnomah or Washington counties; company has a business plan detailing the planned expansion, reviewed and signed off as complete by a Small Business Development Center or other business training organization.

Cost: none

To obtain services: applications are available by contacting Mary McArthur at 503/228-5565 or mbmcarthur@att.net. Submission of an application must be electronically, as well as 4 printed copies.

Other notes:

Shorebank Enterprise Cascadia

2069 NE Hoyt St. • Portland, OR 97232 • (503) 235-9635

Website: www.sbpac.com

Profile: certified non-profit Community Development Financial Institution (CDFI) serving urban and rural communities of the Pacific Northwest specializing in higher risk business loans that are not of interest to banks. SEC is affiliated with Shorebank Corporation, the nation's oldest and largest community lending institution.

Target: startups, established businesses, low-income/minority businesses with a focus on microenterprises owned by minorities and women

Industries: all

Services offered: loans/financing, one-on-one counseling

Areas of focus: loans/financing, problem solving

Region served: states of Washington and Oregon

Program contact: J. Miller

Strategic partners/alliances: Oregon Microenterprise Network

Candidate eligibility requirements: loan request cannot be funded through traditional bank or SBA loans

Cost: loan fees are scaled to risk

To obtain services: loan applications are available at the website

Other notes: offers programs targeted specifically to the Hispanic population

Mt. Hood Economic Alliance

4336 Condor Ave. • Portland, OR 97239 • (503) 228-5565

Website: www.mthoodea.org

Profile: partnership between Clackamas, Hood River and Wasco counties that administers programs that foster and promote economic development. MHEA is a source of gap financing.

Target: growing and expanding businesses

Industries: all; special interest in developing businesses in agriculture, light manufacturing, recreation equipment, technology and tourism

Services offered: loans/financing

Area of focus: loans/financing

Region served: Clackamas, Hood River and Wasco counties

Program contact: Mary McArthur

Strategic partners/alliances: Clackamas County Economic and Business Development, Hood River Economic Development and Wasco County Economic Development

Candidate eligibility requirements: business must be located in Clackamas, Hood River or Wasco County

Cost: none

To obtain services: call office or visit website to obtain a loan application

Other notes:

City of Newberg – Economic Development Revolving Loan Fund

414 East First Street, PO Box 970 • Newberg, OR 97132 • (503) 537-1213

Website: <http://ci.newberg.or.us/>

Profile: through the Newberg Economic Development Revolving Loan Fund, the City of Newberg has over one million dollars in loan funds available to assist new businesses as well as to improve and expand established businesses. The City also has access to other loan and grant funds to improve the business climate within the community.

Target: businesses creating products through the machining of metals as well as wine production/sales and related tourism

Industries: various

Services offered: loans/financing (through the Newberg Revolving Loan Fund), site selection assistance, regulatory assistance

Areas of focus: loans/financing, regulations/compliance, business attraction/recruitment, business retention/expansion

Region served: City of Newberg

Program contact: David Beam, Economic Development Coordinator/Planner

Strategic partners/alliances: Mid Willamette Valley Council of Governments, Chehalem Valley Chamber of Commerce

Candidate eligibility requirements: must operate a business in Newberg

Cost: none for consultation

To obtain services: contact David Beam at david.beam@ci.newberg.or.us or (503) 537-1213

Other notes:

Mid Willamette Valley Council of Governments

105 High Street SE • Salem, OR 97301 • (503) 588-6177

Website: www.mwvcog.org

Profile: voluntary association of 42 local governments. Members include Marion, Polk, and Yamhill counties, 31 cities, 7 special districts, and the Confederated Tribes of Grand Ronde. MWVCOG operates a regional revolving loan fund and has arrangements with other organizations that provide them with a wide variety of financial resources and programs to help small businesses.

Target: established businesses

Industries: all

Services offered: loans/financing, GIS mapping, online databases (primarily demographics), site selection assistance

Areas of focus: loans/financing

Region served: Yamhill, Marion and Polk counties

Program contact: John Safstrom

Strategic partners/alliances: City of Newberg

Candidate eligibility requirements: business must be located in service area

Cost: none

To obtain services: contact the MWVCOG office for more information

Other notes:

Northwest Trade Adjustment Assistance Center

1200 Westlake Avenue North, Suite 802 • Seattle, WA 98109 • (206) 622-2730

Website: www.taacenters.org/nwtaac.asp

Profile: network of eleven regional, non-profit organizations working with manufacturers to provide matching funds that strengthen operations and sharpen competitiveness. TAA shares up to 50% of the cost of projects aimed at improving a manufacturer's competitive position.

Target: established businesses affected by competitive pressure from imports

Industries: all

Services offered: loans/financing

Areas of focus: loans/financing, manufacturing

Region served: Washington, Oregon, Alaska, Idaho, Montana

Program contact:

Strategic partners/alliances: funded by the Dept. of Commerce

Candidate eligibility requirements: Manufacturers qualify if imports have contributed to declines in employment and sales or production.

Cost: business shares 50% of cost of the services it requests (consultants, etc.)

To obtain services: contact the regional TAA office

Other notes:

Columbia Pacific Economic Development District

PO Box 598 100 E St • St Helens, OR 97051 • (503) 397-3099

Website: www.nworegon.org/colpac

Profile: private non-profit organization established to assist in diversifying and strengthening the economy and livability of Northwest Oregon.

Target: established, growing/expanding and high growth potential businesses

Industries: all

Services offered: loans/financing, GIS mapping, site selection assistance

Areas of focus: loans/financing (through a revolving loan fund)

Region served: Clatsop, Columbia, and Tillamook counties and the western part of Washington County

Program contact: Lylla Gabel, President

Strategic partners/alliances: NW Oregon Economic Alliance, NW Oregon Regional Partnership

Candidate eligibility requirements: business must be located in service area

Cost: none

To obtain services: call office for more information

Other notes:

CHAMBERS OF COMMERCE

Portland Business Alliance (Portland Chamber of Commerce)

200 SW Market St, Suite 1770 • Portland, OR 97201 • (503) 224-8684

Website: www.portlandalliance.com

Profile: Portland's chamber of commerce

Target: primarily small businesses, at any stage

Industries: all

Services offered: networking opportunities, workshops/seminars, referrals, market research (on the downtown community)

Area of focus: networking, marketing/sales

Region served: Portland Metro area with a focus on downtown businesses

Program contact: Brian Willms, Director of Membership, Sandra McDonough, President CEO

Strategic partners/alliances: Pacific NW Trade Association (PNITA), Alliance of Portland Neighborhood Business Associations, City of Portland's Small Business Advisory Committee, Portland Development Commission, Lewis & Clark Law School Small Business Legal Clinic, CubeSpace

Candidate eligibility requirements: Must be a member of PBA to attend programs or receive services

Cost: Memberships start at \$400, workshops are \$30 per class

To obtain services: Register for individual programs as desired

Other notes:

Gresham Chamber of Commerce

701 NE Hood St. • Gresham, OR 97030 • (503) 665-1131

Website: www.greshamchamber.org

Profile: association dedicated to supporting member businesses and working with local government to address issues affecting business in the area. Gresham's chamber of commerce is the 4th largest in the state, with 700 members.

Target: small businesses in all stages

Industries: all

Services offered: networking opportunities, workshops/seminars, mentors

Area of focus: networking, marketing/sales

Region served: Gresham area
Program contact: Membership Director
Strategic partners/alliances:
Candidate eligibility requirements: must be a member to receive services
Cost: sliding scale based on size of business
To obtain services: complete online membership form on website or call the Chamber
Other notes:

Beaverton Area Chamber of Commerce

12655 SW Center Street, Suite 140 • Beaverton, Oregon 97005 • (503) 644-0123

Website: www.beaverton.org

Profile: promotes a vibrant community by leading business development and retention, advocating sound public policy and providing strategic member services

Target: small businesses in all stages

Industries: all

Services offered: networking opportunities, workshops/seminars

Area of focus: marketing/sales, business basics

Region served: city of Beaverton and surrounding area

Program contact: Tiffany Mapes, Membership Director

Strategic partners/alliances: City of Beaverton Economic Gardening program

Candidate eligibility requirements: must be a member of the chamber of commerce to receive benefits

Cost: varies

To obtain services: call the Chamber office to obtain a membership application

Other notes:

East Portland Chamber of Commerce

P.O. Box 90186 • Portland, Oregon 97290 • (503) 788-8589

Website: www.EastPortlandChamberofCommerce.com

Profile: chamber of commerce

Target: small businesses in all stages

Industries: all

Services offered: networking opportunities, workshops/seminars

Area of focus: networking, marketing/sales

Region served: East Portland, from Willamette River to the city of Gresham

Program contact: Richard Sorem, Membership Director

Strategic partners/alliances: Small Business Advisory Council (PDC)

Candidate eligibility requirements: must be a member

Cost: \$99-\$1000 based on size of business

To obtain services: call or email the Chamber office

Other notes:

Hispanic Metropolitan Chamber

333 SW 5th Ave. Suite 100 • Portland, OR 97207 • (503) 222-0280

Website: www.hmccoregon.com

Profile: furthers Hispanic contributions to the community by increasing business competency, developing future business leaders and increasing vendor connections with Oregon businesses

Target: all Hispanic business owners

Industries: all

Services offered: networking opportunities, one-on-one counseling, loans/financing

Areas of focus: networking, marketing/sales, business plans, loans/financing, government contracts/procurement

Region served: State of Oregon

Program contact: Gale Castillo, President

Strategic partners/alliances: Small Business Advisory Council (PDC), PSU Business Outreach Program

Candidate eligibility requirements: must be a member of the Chamber

Cost: \$75-\$1500 based on size of business

To obtain services: call the chamber for more information

Other notes:

African American Chamber of Commerce of Oregon and SW Washington

7739 NE 21st Avenue • Portland, OR 97211 • (503) 796-0777

Website: www.blackchamber.info

Profile: provides education and training assistance, one-on-one counseling and business television advertising to African American owned businesses

Target: all African American business owners/professionals, other minority business owners

Industries: all

Services offered: networking opportunities, one-on-one counseling, workshops/seminars

Area of focus: networking, marketing/sales

Region served: State of Oregon and Southwest Washington

Program contact: Roy Jay, President

Strategic partners/alliances: Alliance of Minority Chambers of Commerce, PSU Business Outreach Program

Candidate eligibility requirements: must be a member of the Chamber

Cost: \$75-\$1000

To obtain services: call or email the Chamber

Other notes:

Forest Grove Chamber of Commerce

2417 Pacific Avenue • Forest Grove, OR 97116 • (503) 357-3006

Website: www.fgchamber.org

Profile: chamber of commerce

Target: small businesses in all stages

Industries: all

Services offered: networking opportunities

Area of focus: networking, marketing/sales

Region served: Forest Grove and surrounding area

Program contact: Teri Koerner, Executive Director

Strategic partners/alliances: City of Forest Grove

Candidate eligibility requirements: must be a member of chamber to receive services

Cost: contact Chamber office for more information

To obtain services: apply for membership through Chamber office

Other notes:

Greater Hillsboro Area Chamber of Commerce

5193 NE Elam Young Parkway, Suite A • Hillsboro, OR 97124 • (503) 648-1102

Website: www.hillchamber.org

Profile: chamber of commerce

Target: small businesses in all stages. Also has a program is tailored to Spanish-speaking business owners in startups or expanding businesses

Industries: all

Services offered: networking opportunities, workshops/seminars, one-on-one counseling, site selection assistance

Areas of focus: networking, marketing/sales, leadership, business basics, computer skills/technology

Region served: Greater Hillsboro area

Program contact: Jen Davis, Business Development Manager

Strategic partners/alliances: City of Hillsboro, Hillsboro Economic Development Partnership

Candidate eligibility requirements: most services are available to both members and non-members

Cost: individual program costs vary

To obtain services: call or email the Chamber

Other notes: has Intel Technology Center (a 10-computer center available to members for use as a training facility, etc.)

Lake Oswego Chamber of Commerce

242 B Avenue • Lake Oswego, OR 97034 • (503) 636-3634

Website: www.lake-oswego.com/

Profile: chamber of commerce

Target: small businesses in all stages

Industries: all

Services offered: networking opportunities, workshops/seminars

Area of focus: marketing/sales, leadership, business basics, networking

Region served: Lake Oswego area

Program contact: Jerry Wheeler, CEO

Strategic partners/alliances:

Candidate eligibility requirements: must be a member to attend Chamber events

Cost: varies (not available on site)

To obtain services: call or email Sandra Kaufman, Membership Coordinator

Other notes:

Tigard Area Chamber of Commerce

12345 SW Main Street • Tigard, OR 97223 • (503) 639-1656

Website: www.tigardchamber.org

Profile: chamber of commerce

Target: small businesses in all stages

Industries: all

Services offered: networking opportunities, workshops/seminars, business resource library

Areas of focus: networking, marketing/sales, business basics

Region served: Tigard area

Program contact: Jeremy Monlux, Executive Director

Strategic partners/alliances: City of Tigard

Candidate eligibility requirements: membership required to obtain services

Cost: \$250-\$1000, tiered membership

To obtain services: visit website or call the Chamber to become a member

Other notes:

Tualatin Chamber of Commerce

18791 S.W. Martinazzi Ave. • Tualatin, OR 97062 • (503) 692-0780

Website: www.tualatinchamber.com/

Profile: chamber of commerce

Target: small businesses in all stages

Industries: all

Services offered: networking opportunities, workshops/seminars

Areas of focus: networking, marketing/sales, business basics

Region served: Tualatin area

Program contact: none listed on website

Strategic partners/alliances: City of Tualatin

Candidate eligibility requirements: open to all – members or not (mostly)

Cost: \$215-\$858 based on # of employees

To obtain services: call the chamber to register for specific events/programs

Other notes:

Wilsonville Chamber of Commerce

29600 SW Park Place • Wilsonville, OR 97070 • (503) 682-0411

Website: www.wilsonvillechamber.org

Profile: chamber of commerce

Target: small businesses in all stages

Industries: all

Services offered: networking opportunities, workshops/seminars

Areas of focus: marketing/sales, business basics, networking
Region served: Wilsonville area
Program contact: Mark Ottenad, Executive Director
Strategic partners/alliances: City of Wilsonville
Candidate eligibility requirements: own a business in Wilsonville
Cost: call for more information
To obtain services: call the chamber to register for specific events/programs
Other notes:

Canby Area Chamber of Commerce

191 SE 2nd Ave • Canby, OR 97013 • (503) 266-4338

Website: www.canbyareachamber.org

Profile: chamber of commerce

Target: small businesses in all stages

Industries: all

Services offered: networking opportunities

Areas of focus: marketing/sales, networking

Region served: Canby area

Program contact: Beverly Dolittle, Executive Director

Strategic partners/alliances: City of Canby

Candidate eligibility requirements: must be a member of the Chamber to participate in networking events

Cost: \$93-\$441 depending on # of employees

To obtain services: membership application online or call chamber office

Other notes:

North Clackamas Chamber of Commerce

7740 S.E. Harmony Rd. • Milwaukie, OR 97222 • (503) 653-9515

Website: www.yourchamber.com

Profile: chamber of commerce

Target: small businesses in all stages

Industries: all

Services offered: networking opportunities, training classes (leadership only)

Areas of focus: networking, marketing/sales, leadership

Region served: Milwaukie, Gladstone, Happy Valley, Damascus and Johnson City and the unincorporated areas of Clackamas, Sunnyside, Carver, Boring, Barton, and Oak Grove

Program contact: Wilda Parks, President/CEO

Strategic partners/alliances: Clackamas Regional Center Transportation Management Association, Sunrise Communities, Clackamas Live

Candidate eligibility requirements: must be a member to attend all functions

Cost: \$290-\$1925 based on # of employees

To obtain services: join online and register for desired events

Other notes:

Oregon City Chamber of Commerce

1201 Washington St. • Oregon City, OR 97045 • (503) 656-1619

Website: www.oregoncity.org

Profile: chamber of commerce

Target: small businesses in all stages

Industries: all

Services offered: networking opportunities, workshops/seminars, online databases (vacant business space)

Areas of focus: marketing/sales, networking, business basics

Region served: Oregon City and surrounding area

Program contact: Amber Holveck, President/CEO

Strategic partners/alliances: Oregon City government,

Candidate eligibility requirements: must be member
Cost: call for more information
To obtain services: contact Chamber to obtain membership application
Other notes:

Philippine American Chamber of Commerce of Oregon

5424 N. Michigan Street • Portland, OR 972127 • (503) 285-1994

Website: www.pacco.org

Profile: promotes trade, tourism and other economic relations between Oregon and the Philippines.

Target: all businesses

Industries: all

Services offered: networking opportunities, workshops/seminars

Areas of focus: marketing/sales, networking, business basics, international trade

Region served: State of Oregon

Program contact:

Strategic partners/alliances: Oregon Office of the Governor Advocate for Minority, Women and Emerging Small Business

Candidate eligibility requirements:

Cost: \$25-\$500 for membership

To obtain services: download membership form from website

Other notes:

Russian Chamber of Commerce

P. O. Box 66322 • Portland, OR 97290 • Oregon (503) 492-3907

Website: www.russianchamber.com (not working as of 11/27/07)

Profile: helps Russian-speaking business owners in Oregon and Washington with advertising, marketing and locating funding to grow their businesses

Target: all businesses owned by Russian business owners and businesses wanting to work with the Ukrainian community

Industries: all

Services offered: networking opportunities, workshops/seminars

Areas of focus: marketing/sales, business basics, loans/financing, networking

Region served: State of Oregon, State of Washington

Program contact:

Strategic partners/alliances: Ukrainian Chamber of Commerce

Candidate eligibility requirements:

Cost: \$75-\$1500 based on # of employees

To obtain services: call or write to chamber office

Other notes:

Sherwood Chamber of Commerce

16091 SW Railroad Street • Sherwood, OR 97140 • (503) 625-7800

Website: www.sherwoodchamber.org

Profile: chamber of commerce

Target: small businesses in all stages

Industries: all

Services offered: networking opportunities

Areas of focus: networking, marketing/sales

Region served: Sherwood and surrounding area

Program contact: Holli Robinson, CEO

Strategic partners/alliances: City of Sherwood

Candidate eligibility requirements: own or employed in a business located in Sherwood area, must be a member to receive services

Cost: \$110-\$450 depending on # of employees

To obtain services: call or email the chamber office

Other notes:

Ukrainian Chamber of Commerce

P. O. Box 66322 • Portland, OR 97290 • Oregon (503) 492-3907

Website: www.ukrainianchamber.com

Profile: helps Ukrainian business owners in Oregon and Washington with advertising, marketing and locating funding to grow their businesses

Target: all businesses owned by Ukrainian business owners and businesses wanting to work with the Ukrainian community

Industries: all

Services offered: networking opportunities, workshops/seminars

Areas of focus: marketing/sales, business basics, loans/financing, networking

Region served: states of Oregon and Washington

Program contact: no name available

Strategic partners/alliances: Russian Chamber of Commerce

Candidate eligibility requirements:

Cost: \$75-\$1500 based on # of employees

To obtain services: call or email chamber office

Other notes:

West Columbia Gorge Chamber of Commerce

107 East Historic Columbia River Highway • Troutdale, OR 97060 • (503) 669-7473

Website: www.westcolumbiagorgechamber.com

Profile: chamber of commerce

Target: small businesses in all stages

Industries: all

Services offered: networking opportunities, workshops/seminars, referrals

Areas of focus: networking, marketing/sales, business basics

Region served: West Columbia Gorge

Program contact: Diane McKeel, Executive Director

Strategic partners/alliances:

Candidate eligibility requirements: membership in Chamber

Cost: call for more information

To obtain services: call Chamber office

Other notes:

McMinnville Area Chamber of Commerce

417 NW Adams Street • McMinnville, OR 97128 • (503) 472-6196

Website: www.mcminnville.org/

Profile: chamber of commerce.

Target: small businesses in all stages

Industries: all

Services offered: networking opportunities, workshops/seminars, training classes

Areas of focus: networking, marketing/sales, leadership

Region served: McMinnville and surrounding area

Program contact: Celia Wheeler, President/CEO

Strategic partners/alliances: City of McMinnville, McMinnville Economic Development Partnership

Candidate eligibility requirements: must be a member to attend all functions

Cost: varies depending on business size

To obtain services: inquire online or call the Chamber to obtain membership form

Other notes:

Chehalem Valley Chamber of Commerce

415 E. Sheridan • Newberg, OR 97132 • (503) 538-2014

Website: www.chehalemvalley.org/web/

Profile: chamber of commerce

Target: small businesses in all stages
Industries: all
Services offered: networking opportunities, training classes
Areas of focus: networking, marketing/sales, leadership
Region served: Milwaukie, Gladstone, Happy Valley, Damascus and Johnson City and the unincorporated areas of Clackamas, Sunnyside, Carver, Boring, Barton, and Oak Grove
Program contact: Michael Sherwood, President
Strategic partners/alliances: City of Newberg
Candidate eligibility requirements: must be a member to attend all functions
Cost: varies based on # of employees
To obtain services: call the office or obtain a membership form online
Other notes:

Willamina – Coast Hills Chamber of Commerce

PO Box 411 • Willamina, OR 97396 • (503) 876-5777 (message only)

Website: www.willamina.org

Profile: chamber of commerce

Target: all businesses

Industries: all

Services offered: networking opportunities, marketing assistance

Areas of focus: networking, marketing/sales

Region served: Willamina and surrounding area

Program contact: Carol Scott, President

Strategic partners/alliances: City of Willamina

Candidate eligibility requirements: must be a member to attend functions

Cost: call for more information

To obtain services: call message phone number

Other notes:

McMinnville Downtown Association

105 NE 3rd St. • McMinnville, OR 97128 • (503) 472-3605

Website: www.downtownmcminnville.com

Profile: builds private/public partnerships to maintain a healthy, prosperous downtown area

Target: all businesses

Industries: all

Services offered: networking opportunities, marketing assistance

Areas of focus: networking, marketing/sales

Region served: downtown McMinnville

Program contact: Gene Zinda, President

Strategic partners/alliances: Clackamas Regional Center Transportation Management Association, Sunrise Communities, Clackamas Live

Candidate eligibility requirements: membership is open to all businesses and individuals

Cost: \$75-\$250 based on # of employees

To obtain services: join online and register for desired events

Other notes:

Greater Vancouver Chamber of Commerce

1101 Broadway, Suite 100 • Vancouver, WA 98660 • (360) 694-2588

Website: www.vancouverusa.com

Profile: with one of the most active membership bases in the United States, the Greater Vancouver Chamber serves more than 40,000 men and women in business and holds 144 events and programs each year.

Target: small businesses in all stages

Industries: all

Services offered: networking opportunities, workshops/seminars, training classes, regulatory assistance

Area of focus: marketing/sales, business basics, leadership skills, management training

Region served: Vancouver and surrounding area
Program contact: Beth Quartarolo, President
Strategic partners/alliances: Women Entrepreneurs Organization (Washington)
Candidate eligibility requirements: employed in or operating a business in Clark County
Cost: call office or email yourchamber@vancouverusa.com for more information
To obtain services: must be a member to obtain services
Other notes:

Clark County Chamber of Commerce

10000 NE 7th Ave. Ste. 105 (by appt.) • Vancouver, WA 98668 • (360) 258-1181
Website: www.clarkchamber.com
Profile: chamber of commerce serving greater Clark County
Target: small business in all stages
Industries: all
Services offered: networking opportunities, workshops/seminars, training classes
Area of focus: networking, marketing/sales, finances
Region served: Clark County
Program contact: no central contact
Strategic partners/alliances:
Candidate eligibility requirements: employed in or operating a business in Clark County
Cost: contact Chamber for more information
To obtain services: call office or email at info@clarkchamber.com
Other notes:

ECONOMIC DEVELOPMENT GROUPS

Association of Regional Economic Development Partners (Regional Partners)

c/o Portland Development Commission • 222 NW Fifth Avenue • Portland, OR 97209-3859 • (503) 913-8199
Website: <http://www.portlandregion4biz.com/>
Profile: a public-private partnership that focuses on shared economic priorities and works to implement business retention, expansion and recruitment as well as marketing strategies and recommendations for policy development.
Target audience: public and private sector economic development professionals in the region
Industries: all
Services offered: no direct services to small businesses
Areas of focus: business attraction/recruitment, business retention/expansion and attraction, public policy
Region served: Multnomah, Clackamas, Washington, Columbia, and Yamhill counties in Oregon; Clark and Skamania counties in Washington
Program contact: Pam Treece, Lisa Meurs
Strategic partners/alliances: Portland Development Commission, Economic Development District
Candidate eligibility requirements: call for information
Cost: call for information
To obtain services: call for information
Other notes:

Economic Development District (EDD)

c/o Portland Development Commission • 222 NW Fifth Avenue • Portland, OR 97209-3859 • (503) 913-8199
Website: <http://www.portlandregion4biz.com/>
Profile: focuses on the implementation of a comprehensive regional bi-state economic development strategy for the Portland metro area that encompasses trade, transportation, natural resource utilization,

and tourism/recreation. The EDD is eligible to receive federal funding through the US Secretary of Commerce in support of its goals.

Target audience: officials of the governments in the counties of Multnomah, Washington, and Clackamas in the state of Oregon, and Clark County in the state of Washington

Industries: all

Services offered: no direct services to small businesses

Areas of focus: business attraction/recruitment, business retention/expansion, transportation

Region served: Multnomah, Clackamas, and Washington counties in Oregon; Clark County in Washington

Program contact: Pam Treece

Strategic partners/alliances: Association of Regional Economic Development Partners, US Economic Development Administration, Portland Development Commission

Candidate eligibility requirements: call for information

Cost: call for information

To obtain services: call for information

Other notes:

City of Gresham Economic Development Department

1333 NW Eastman Parkway • Gresham, OR 97030 • (503) 618-2378

Website: www.ci.gresham.or.us

Profile: city agency responsible for economic development in Gresham, charged with supporting business in the area and creating a balanced and diverse industry base that provides livable wage jobs and a full range of community services

Target: all businesses (small to large, startups through established businesses)

Industries: all

Services offered: referrals, online databases (local statistics)

Areas of focus: business basics, regulations/compliance, loans/financing

Region served: city of Gresham

Program contact: Janet Young (503) 618-2504

Strategic partners/alliances: Association of Regional Economic Development Partners

Candidate eligibility requirements: operate business in Gresham or considering moving a business there

Cost: none

To obtain services: see website or contact Janet Young

Other notes:

Hillsboro Economic Development Partnership

5193 NE Elam Young Pkwy, Ste A • Hillsboro, OR 97124 • (503) 648-1102

Website: www.hillchamber.org/programs-events/econdev.asp

Profile: collaborative effort between the Hillsboro Chamber of Commerce and the City of Hillsboro to foster economic prosperity within and between the diverse communities of Hillsboro.

Target: small businesses in all stages

Industries: all

Services offered: one-on-one counseling, training classes (English and Spanish), demographics/workforce/economic data

Area of focus: business retention/expansion

Region served: Washington County

Program contact: Jen Davis, Hillsboro Chamber of Commerce

Strategic partners/alliances: Hillsboro Chamber of Commerce, City of Hillsboro, SCORE, Mercy Corps NW, SBDC – Portland Community College, M and M Swapmeet, Office of Hispanic Outreach – Hillsboro School District, Hillsboro 2020

Candidate eligibility requirements: none

Cost: none

To obtain services: contact Jen Davis at (503) 648-1102, jend@hillchamber.org

Other notes: local Business Resource Guide is available on the website in English and Spanish

McMinnville Economic Development Partnership

417 NW Adams Street • McMinnville OR 97128 • (503) 474-0544

Website: www.mcminnvilleedp.com

Profile: cooperative effort of the business community, city government and community leaders to help grow new business and retain established business

Target: established businesses

Industries: all

Services offered: one-on-one counseling, referrals (through Business Retention & Expansion program), employment/personnel

Areas of focus: business retention/expansion, problem solving, workforce development, operations issues

Region served: McMinnville area

Program contact: Jody Christensen, Director

Strategic partners/alliances: City of McMinnville, McMinnville Water & Light, McMinnville Industrial Promotions Corporations, McMinnville Area Chamber of Commerce

Candidate eligibility requirements: none

Cost: none

To obtain services: call or email office

Other notes:

Clackamas County Business and Economic Development

9101 SE Sunnybrook Blvd • Clackamas OR 97015 • (503) 353-4400

Website: www.co.clackamas.or.us/business/

Profile: provides assistance to corporations, cottage industry, small businesses and manufacturers

Target: startups to established businesses

Industries: all

Services offered: regulatory assistance, one-on-one counseling, referrals

Areas of focus: regulations/compliance, problem solving, loans/financing (tax incentives)

Region served: Clackamas County

Program contact: Gary Barth, Deputy Director

Strategic partners/alliances: Clackamas County Business Alliance, Oregon Science and Technology Partnership, Pacific Northwest Defense Coalition, Oregon Economic Development Association, Mt. Hood Economic Alliance

Candidate eligibility requirements: business must be located in Clackamas County

Cost: none

To obtain services: call office for more information

Other notes:

Columbia River Economic Development Council (CREDC)

805 Broadway, Suite 412 • Vancouver, WA 98660 • (360) 694-5006

Website: www.credc.org

Profile: public/private partnership assisting businesses to relocate or expand in Clark County. The CREDC specializes in site location and acquisition, business data and demographics, and process facilitation.

Target: revenue over \$1 million, high growth potential

Industries: all

Services offered: site selection assistance, research/competitive intelligence (focused on demographics), regulatory assistance, GIS mapping

Area of focus: business attraction/recruitment, business retention/expansion, regulations/compliance, problem solving, government contracts/procurement

Region served: Clark County

Program contact: Bart Phillips, Executive Director

Strategic partners/alliances: SW Washington Workforce Development Council, SBDC, City of Vancouver, Choose Washington, Port of Vancouver, Identity Clark County

Candidate eligibility requirements: business must show an interest in expanding or relocating to the Clark County area
Cost: call for more information
To obtain services: call for more information
Other notes:

LEGAL SERVICES

Lewis & Clark Law School Small Business Legal Clinic

422 N.W. Everett Street • Portland, OR 97209 • (503) 768-6940

Website: <http://law.lclark.edu/dept/blaw/sblc.html>

Profile: provides legal assistance to low-income, minorities, women and emerging small business

Target: concept phase, startups, established small businesses, low-income/minority-run businesses

Industries: all

Services offered: legal assistance (transactional)

Areas of focus: legal issues (that don't involve litigation - lease agreements, third-party contracts, entity structures, etc.)

Region served: Portland Metro area

Program contact: Maggie Finnerty

Strategic partners/alliances: City of Portland, Portland Development Commission, Portland Business Alliance, Tonkon Torp LLP, Stoel Rives LLP, Schwabe Williamson & Wyatt

Candidate eligibility requirements: low income, must have a written business plan

Cost: sliding scale based on income

To obtain services: call Maggie Finnerty, clinical professor, (503) 768-6940, finnerty@lclark.edu

Other notes:

Oregon State Bar: Lawyer Referral Service

5200 SW Meadows Road • Lake Oswego, OR 97035 • (503) 684-3763

Website: www.osbar.org

Profile: public referral service for anyone requiring legal assistance

Target: all businesses

Industries: all

Services offered: legal assistance

Areas of focus: legal issues

Region served: State of Oregon

Program contact: no central contact

Strategic partners/alliances: none

Candidate eligibility requirements: none

Cost: first in-office consultation is \$35 or \$60 per hour

To obtain services: complete the online Referral Request form or call the office for a referral to an appropriate lawyer

Other notes:

Multnomah County Legal Aid Services

700 S.W. Taylor, Ste. 300 • Portland, OR 97205 • (503) 224-4086

Website: not available

Profile: provides affordable legal services for low income citizens

Target: low income individuals (not businesses)

Industries: all

Services offered: legal assistance

Areas of focus: legal issues (bankruptcy and family issues)

Region served: Multnomah County

Program contact: none

Strategic partners/alliances: none

Candidate eligibility requirements: call for specifics regarding income requirements

Cost: sliding scale based on income
To obtain services: call office for more information
Other notes:

Paul J. Boley Law Library (Lewis and Clark Law School)

10015 S.W. Terwilliger Blvd. • Portland, Oregon 97219 • (503) 768-6676

Website: <http://lawlib.lclark.edu>

Profile: largest law library in Oregon. Boley Law Library is the only law school library in the nation designated as a federal patent and trademark depository. Includes federal, regional and select state reports, digests, federal and state statutes and codes, Shepard's citators, loose leaf services, legal encyclopedias, U.S. and foreign law reviews.

Target: all businesses

Industries: all

Services offered: business resource library

Area of focus: legal issues, trademark/patents, regulations/compliance

Region served: State of Oregon

Program contact: call for desired contact

Strategic partners/alliances: Lewis and Clark College

Candidate eligibility requirements: none

Cost: none

To obtain services: library is available to general public however library staff may choose to limit access to Lewis and Clark students and legal professionals at certain times. See website or call for more information.

Other notes:

HUMAN RESOURCES ISSUES AND WORKFORCE TRAINING

PCC Workforce Training and Professional Development

Portland Metro: 5600 NE 42nd • Portland, OR 97218 • (503) 943-2000

Portland Metro North: 4610 N Trenton St. • Portland, OR 97203 • (503) 943.5600

Washington County: 18624 NW Walker Rd. • Beaverton, OR 97006 • (503) 533-2821

Website: <http://wfn.pcc.edu/>

Profile: specializes in helping businesses fulfill their human resource needs and jobseekers in their career development

Target: startups to established businesses

Industries: all

Services offered: workshops/seminars, training classes

Areas of focus: employment practices, workforce development

Region served: Portland Metro area

Program contact:

Strategic partners/alliances: Portland Community College

Candidate eligibility requirements: must register through PCC for desired classes

Cost: varies based on services/training

To obtain services: call local Workforce training office for more information

Other notes:

Bureau of Labor and Industries (BOLI)

800 NE Oregon St. #1045 • Portland, OR 97232 • (503) 731-4200 x4, 4

Website: www.boli.state.or.us

Profile: federal agency that provides labor law assistance for employers, compliance information, seminars and publications

Target: all businesses

Industries: all

Services offered: workshops/seminars, training classes (on-site), one-on-one counseling

Areas of focus: employment practices, legal issues
Region served: State of Oregon
Program contact: varies depending on employment issue and location
Strategic partners/alliances:
Candidate eligibility requirements: must be conducting (or planning to conduct) business in Oregon
Cost: seminars costs vary -- \$110-\$200
To obtain services: see website for local contact information and seminar schedule
Other notes:

Oregon Small Business Ombudsman for Worker's Compensation

350 Winter Street NE • Salem, OR 97309 • (503) 378-4209

Website: www.oregon.gov/DCBS/SBO/index.shtml

Profile: provides information and assistance to small businesses regarding workers' compensation insurance and refers them to the most likely carriers. (Obtaining worker's compensation insurance is frequently difficult for small businesses.)

Target: startups to established businesses

Industries: all

Services offered: one-on-one counseling

Areas of focus: problem solving (related to insurance issues), leadership

Region served: State of Oregon

Program contact: no central contact

Strategic partners/alliances: Oregon Dept. of Consumer and Business Services

Candidate eligibility requirements: operate a business in Oregon

Cost: varies -- call for more information

To obtain services: call the office of the Ombudsman

Other notes:

Worksystems, Inc.

111 SW 5th Avenue, Suite 1150 • Portland, OR 97204 • (503) 478-7300

Website: www.worksystems.org

Profile: **Worksystems, Inc.** is a private not-for-profit corporation that funds, plans, organizes and brokers multiple organizations to create an efficient system for educating and training workers in the City of Portland, Multnomah and Washington counties.

Target: established and emerging high growth/high wage businesses

Industries: high growth/high demand industries

Services offered: resources for training, research & evaluation, workforce planning and development.

Areas of focus: Workforce development

Region served: City of Portland, Multnomah and Washington counties

Program contact: Andrew McGough, Executive Director

Strategic partners/alliances: WorkSource Portland Metro, Industry and Labor associations, local elected officials, education providers, and community-base organizations

Candidate eligibility requirements: own or operate a business in the service area

Cost: varies

To obtain services: call for information

Other notes:

WorkSource Portland Metro Centers

Several locations, see website

Website: www.worksourceportlandmetro.org

Profile: WorkSource Portland Metro is a local branch of the state agency called WorkSource. It consists of 10 offices across Multnomah and Washington counties. WorkSource assists in employee training and job placement for local businesses and job seekers.

Target: all businesses and job seekers

Industries: all

Services offered: employment/personnel services, career advancement planning

Areas of focus: employee training, job placement
Region served: Multnomah and Washington counties
Program contact: varies, see website
Strategic partners/alliances: Worksystems, Inc., community colleges, business associations
Candidate eligibility requirements: none
Cost: none
To obtain services: contact the local WorkSource office (see website for locations)
Other notes:

Community Solutions for Clackamas County

112 11th Street • Oregon City, OR 97045 • (503) 655-8840

Website: www.co.clackamas.or.us/csccl

Profile: formerly known as Employment, Training & Business Services, the CSCC focuses on effective solutions in workforce development and business productivity, workplace and community conflict resolution, and other community issues.

Target: startup to established businesses

Industries: all

Services offered: employment/personnel, training classes, mediation (business/community, employer/employee)

Areas of focus: employment practices, employee training, workforce development

Region served: Clackamas County

Program contact: Bruce Mack, Business Services Coordinator

Strategic partners/alliances:

Candidate eligibility requirements: none

Cost: none

To obtain services: contact Bruce Mack at 503-502-2346 or email at brucem@co.clackamas.or.us

Other notes:

Enterprise for Employment and Education

250 Church Street SE, Suite 101 • Salem, OR 97301 • (503) 581-1002

Website: www.workforce-solutions.net

Profile: works with businesses, education and training organizations, county and state governments, foundations and non-profits to identify and address the current and future workforce needs

Target: all established businesses and non-profits

Industries: all

Services offered: workforce/employee development assistance (grants/funding for workforce training projects to help retain, retrain, promote and/or expand the workforce at local companies)

Area of focus: employee training, workforce development

Region served: Marion, Polk and Yamhill counties

Program contact: Karen Litvin at (503) 581-4272

Strategic partners/alliances: Chemeketa Community College, Oregon Gateway for Business and Education

Candidate eligibility requirements: projects are expected to range from \$20,000-\$49,000. See website for more details about applicant requirements

Cost: none

To obtain services: contact Karen Litvin for a grant application.

Other notes:

Oregon Gateway for Business and Education

Chemeketa Community College Building 4 Room 272

4000 Lancaster Drive NE • Salem, OR 97309 • (503) 315-4590

Website: www.trainingmatrix.com/oregongateway/

Profile: website that serves as a clearinghouse for information regarding technical and business-related training, online courses and assessments focused on technology and manufacturing.

Target: all established businesses

Industries: all

Services offered: online databases (local training opportunities)
Area of focus: employee training, operations issues, manufacturing
Region served: Marion, Polk and Yamhill counties
Program contact: Fran Billingsley
Strategic partners/alliances: Enterprise for Employment and Education, Strategic Economic Development Corporation (SEDCOR), Oregon Manufacturing Extension Partnership (OMEP) and Chemeketa Community College
Candidate eligibility requirements: none
Cost: none
To obtain services: see website for class information and contact information
Other notes:

Workforce Investment Council of Clackamas County

19600 S. Molalla Avenue - M-112 • Oregon City, OR 97045 • (503) 657-6958 ext. 5271

Website: www.wicco.org

Profile: the Workforce Investment Council of Clackamas County (WICCO) is a nonprofit organization whose sole purpose is to serve as an advocate for businesses in workforce development within Clackamas County and the State of Oregon. It oversees a One-Stop workforce system giving the businesses and workforce easy access to training and support services.

Target: business support organizations

Industries: all

Services offered: no direct services to small businesses

Area of focus: workforce development

Region served: Clackamas County

Program contact: Terri Houde, Executive Director, 503-657-6958 ext. 5271, or Leslie Palmer, (503) 657-6958 ext. 5286

Strategic partners/alliances: The Business Edge – Clackamas Community College, WorkSource Oregon

Candidate eligibility requirements: operate in Clackamas County

Cost: none

To obtain services: call the office

Other notes:

Business Edge – Clackamas Community College

19600 S. Molalla Avenue • Oregon City, OR 97045-7988 • (503) 650-6642

Website: <http://depts.clackamas.edu/edge/>

Profile: provides a single point of contact for employers to obtain assistance in hiring, training and retaining their workforce.

Target: all businesses and job seekers

Industries: all

Services offered: employment/personnel services, referrals, workforce/employee development services

Area of focus: employment practices, employee training, workforce development

Region served: Clackamas County

Program contact: Ray Hoyt, (503) 657-6958 x3523, rayh@clackamas.edu

Strategic partners/alliances: Oregon Employment Department, Clackamas Community College, Express Personnel Services, Customized Training and Development Services, DePaul Industries, Cooperative Work Experience, Small Business Development Center, Workforce Investment Council of Clackamas County (WICCO)

Candidate eligibility requirements: none

Cost: in-house training may require payment

To obtain services: call or email corkyf@clackamas.edu

Other notes:

Work Source Oregon – Clackamas County One Stop Resource Center

PO Box 2170 • Oregon City, OR 97045 • (971) 673-6419

Website: <http://depts.clackamas.edu/worksource/>

Profile: helps employers with their recruitment needs, and helps job seekers find work opportunities. The center partners with Clackamas Community College through the Business Edge program and the Workforce Investment Council of Clackamas County. They offer workshops to job seekers, and coordinate workshops for employers with Clackamas Community College.

Target: all businesses and job seekers

Industries: all

Services offered: employment/personnel services, referrals, workshops/seminary, workforce/employee development services, demographics/workforce/economic data

Area of focus: workforce development

Region served: Clackamas County

Program contact: Cathie Moravec, Office Manager, (971) 673-6412, cathie.n.moravec@state.or.us

Strategic partners/alliances: Workforce Investment Council of Clackamas County (WICCO), Clackamas Community College – Business Edge, Clackamas County Business and Economic Development, Oregon Dept. of Human Services, Vocational Rehabilitation, DESI (agent for Job Corps), Title 5, veterans organizations

Candidate eligibility requirements: none

Cost: none

To obtain services: call the office, (971) 673-6419

Other notes:

Hire Oregon Veterans Program (HOV)

112 11th Street • Oregon City, OR 97045 • (503) 655-8840, Toll-Free in Oregon: 1 (877) VET-HIRE

Website: www.hirevetsfirst.gov

Profile: provides employment, transition, and grant assistance to veterans; matches employers and employment opportunities with veterans.

Target: all businesses and veterans

Industries: all

Services offered: referrals, employment/personnel services, workforce/employee development services

Area of focus: workforce development

Region served: State of Oregon

Program contact: Maureen Thompson, Director, (503) 655-8842

Strategic partners/alliances: WorkSource Oregon – all career centers, veterans programs

Candidate eligibility requirements: veterans and employers who are residents of Oregon

Cost: none

To obtain services: call the office, (503) 655-8840

Other notes:

Southwest Washington Workforce Development Council

805 Broadway St. Suite 412 • Vancouver, WA 98660 • (360) 567-1070

Website: www.swwdc.org

Profile: provides leadership and resources to increase economic development with a trained and productive workforce

Target: established businesses, high growth potential, revenue over \$1 million

Industries: all

Services offered: referrals (service connecting businesses and displaced employees to appropriate employee recruitment and training agencies)

Area of focus: employee training, employment practices, workforce development

Region served: Clark, Cowlitz, and Wahkiakum Counties

Program contact: call for more information

Strategic partners/alliances: WorkSource Washington, Columbia River Economic Development Council

Candidate eligibility requirements: own or operate a business in service area

Cost: varies based on services

To obtain services: call for more information

Other notes:

INTERNATIONAL TRADE

The Oregon Economic & Community Development Department (OECD) International Section

121 W Salmon, Suite 205 • Portland, OR 97204 • (503) 229-5625

Website: none

Profile: international trade team helps identify prospects for Oregon products in key international markets and helps Oregon companies capitalize on these opportunities. Also works closely with small- to medium-size, non-agricultural Oregon companies who are ready to enter into the international marketplace.

Target: traded sector companies and industry clusters

Industries: all

Services offered: export assistance

Area of focus: international trade

Region served: Portland Metro area

Program contact: Business Development, (503) 681-6430; Business Finance, (503) 986-0172

Strategic partners/alliances: Portland Development Commission, Open Technology Business Center (OTBC), Oregon Clusters, OMEP, Oregon Government Contract Assistance Program, Small Business Advisory Council (PDC), Oregon Prospector, Oregon Microenterprise Network, Multnomah/Washington Regional Investment Board

Candidate eligibility requirements: call for information

Cost: none

To obtain services: call for information

Other notes:

U.S. Export Assistance Center (Portland office)

One World Trade Center -121 SW Salmon Street, Suite 242 • Portland, OR 97204 • (503) 326-5156

Website: www.buyusa.gov/oregon/

Profile: federal government agency dedicated to helping small-to-medium sized Oregon and Southwest Washington companies develop international markets. Provides export financing and SBA export loan information.

Target: startup and established businesses

Industries: all

Services offered: one-on-one counseling, workshops/seminars, market research, export assistance, loans/financing

Area of focus: international trade, regulations/compliance, loans/financing

Region served: Oregon and Southwest Washington

Program contact: Scott Goddin, USEAC Director

Strategic partners/alliances: International Trade Administration, US Commercial Service

Candidate eligibility requirements: varies – contact the office for more details

Cost: none

To obtain services: call the local office

Other notes: online library of links to export-related sites of interest to Oregon businesses at http://www.sba.gov/localresources/district/or/or_itresources.html

OFFICE SPACE

CubeSpace: Flexible Workspace for Small Business (Commercial business)

622 SE Grand Ave. • Portland, OR 97214 • (503) 206-3500

Website: www.cubespacepdx.com

Profile: provides work stations, meeting rooms and big office amenities to people who would otherwise be working from their homes, coffee shops, or wherever they can set up their laptops or use their cell phones. Services are available on a monthly membership basis, or at hourly or daily rates.

Target: startups, established businesses (typically one to three employees)

Industries: those requiring office space only
Services offered: office space
Areas of focus: administration (office space)
Region served: Portland metro area
Program contact: none provided
Strategic partners/alliances: Portland Business Alliance
Candidate eligibility requirements: none
Cost: cubicle and conference room space available hourly, daily and monthly
To obtain services: call or email CubeSpace
Other notes:

PUBLIC SUPPORT PROGRAMS RELEVANT TO SMALL BUSINESS NEEDS

Centro Cultural of Washington County

1174/1110 N. Adair St. • Cornelius, OR 97113 • (503) 359-0446

Website: www.centrocultural.org

Profile: provides education programs such as English as a Second Language, Spanish literacy, computer technology, job and leadership training to the Latino community in Washington County.

Target: all Latinos – business owners and private individuals

Industries: all

Services offered: workshops/seminars, training classes, referrals, one-on-one counseling (NOT specifically related to businesses or business development)

Areas of focus: employee training, workforce development, leadership

Region served: Western Washington County

Program contact: Sabino Sardineta

Strategic partners/alliances:

Candidate eligibility requirements: Latino residents of Washington County

Cost: varies based on program/services

To obtain services: call office for more information

Other notes:

Energy Trust of Oregon

851 SW Sixth Avenue, Suite 1200 • Portland, OR 97204 • (503) 493-8888

Website: www.energytrust.org

Profile: public-purpose organization that offers cash incentives and technical support to businesses installing energy efficient measures in established commercial, institutional and agricultural facilities.

Target: all startup and established businesses

Industries: all

Services offered: referrals, loans/financing (financial incentives for energy efficient building/remodeling)

Area of focus: energy efficiency

Region served: State of Oregon

Program contact: call for appropriate contact

Strategic partners/alliances: SBA, City of Portland Office of Sustainable Development

Candidate eligibility requirements: Project must be served by Portland General Electric, Pacific Power, NW Natural or Cascade Natural Gas in Oregon

Cost: none

To obtain services: Contact 1-877-510-6800 for application information or buildings@energytrust.org.

Other notes:

Child Care Development Services

123 E Powell, Ste 300 • Gresham, OR 97030 • (503)253.5000

Website: www.metroccrr.org

Profile: online child care referral system that guides users to the providers that best meet their needs. Displays information about each child care program that offers a match with user needs.

Target: all businesses
Industries: all (additional services available for child care providers)
Services offered: online databases, workshops/seminars, referrals, training classes (for daycare providers), loans/financing (for daycare providers)
Area of focus: child care and elder care for business owners, regulations/compliance and workplace health/safety (for daycare/elder care providers)
Region served: Multnomah, Clackamas and Washington counties
Program contact: Carolyn Morrison, CEO
Strategic partners/alliances: SBA
Candidate eligibility requirements: must attend one meeting prior to applying for membership
Cost: no cost for online referral service
To obtain services: see website
Other notes:

City of Portland Office of Sustainable Development

721 NW 9th Avenue, Ste 350 • Portland, Oregon 97209 • (503) 823-7222

Website: www.portlandonline.com/osd/

Profile: provides leadership and supports practical solutions to improve the environmental, social and economic health of Portland by delivering programs that integrate energy efficiency, renewable resources, waste reduction and recycling, global warming, green building and sustainable food systems.

Target: all businesses

Industries: all

Services offered: referrals, one-on-one counseling

Area of focus: energy efficiency, sustainable business practices (green building, recycling, sustainable food, energy)

Region served: State of Oregon

Program contact: Susan Anderson, Director

Strategic partners/alliances: Portland Development Commission, Bureau of Development Services, Portland Parks and Recreation, Energy Trust of Oregon, Portland Water Bureau

Candidate eligibility requirements: operate a business in the Portland Metro area

Cost: none

To obtain services: see website for various program details and contact information

Other notes:

Pacific Power – Oregon Energy Efficiency

825 NE Multnomah St. • Portland, OR 97232 • 1(866) 870-3419 (Business Solutions)

Website: www.pacificpower.net/Navigation/Navigation914.html

Profile: Pacific Power is a division of the utility company PacificCorp. Offers energy efficiency expertise and financial incentives to commercial, industrial and irrigation customers in Oregon

Target: all businesses

Industries: all

Services offered: training classes, financial incentives (energy efficient building/remodeling)

Area of focus: energy efficiency, sustainable business practices

Region served: Pacific Power service area in Oregon

Program contact: call 1(866) 870-3419 or email businesssolutions@pacificpower.net

Strategic partners/alliances: Energy Trust of Oregon

Candidate eligibility requirements: customer of Pacific Power

Cost: none

To obtain services: visit website

Other notes:

UNIVERSITY PROGRAMS (OFFERED ONLY TO UNDERGRADUATE STUDENTS)

University of Portland Center for Entrepreneurship

5000 N. Willamette Boulevard / Buckley Center 216 • Portland, OR 97203 • (503) 943-7769

Website: www.up.edu/cfe/

Profile: offers a minor in entrepreneurship to undergraduates; strong focus on social entrepreneurship

Target: undergraduate students at University of Portland

Industries: not applicable

Services offered: training classes, referrals, mentoring, networking opportunities, one-on-one counseling

Areas of focus: concept feasibility, business planning, product development, marketing/sales, loans/financing, sustainable business practices, nonprofit development

Region served: NA – all students of University of Portland

Program contact: Dr. Jon Down, Executive Director

Strategic partners/alliances: Oregon Entrepreneurs Network

Candidate eligibility requirements: enrolled as an undergrad at U of P and accepted into the Entrepreneurship program

Cost: university tuition

To obtain services: register for classes at Univ. of Portland

Other notes: Both the Dean and Executive Director of this program are new this year. The Executive Director, Dr. Jon Down joined U of P in the fall after running the Austin Entrepreneurship program at OSU for several years. They appear interested in partnership opportunities and may be a possible resource for the Economic Gardening program.

Oregon State University Austin Entrepreneurship Program

Oregon State University, Weatherford Residential College • Corvallis, OR 97331 • (541) 713-8042

Website: www.bus.oregonstate.edu/programs/austin_entrep.htm

Profile: offers OSU students courses in entrepreneurship, hands-on experience, and the opportunity to explore business ideas

Target: OSU undergraduates with businesses in concept phase, startup or established business

Industries: all

Services offered: training classes, one-on-one counseling, mentoring

Areas of focus: concept feasibility, business planning, business basics, marketing/sales, venture capital/funding

Region served: Oregon

Program contact: Christopher Klemm, Director

Strategic partners/alliances:

Candidate eligibility requirements: must be enrolled as an undergraduate at OSU

Cost: university tuition

To obtain services: must be a student at OSU

Other notes:

BUSINESS DEVELOPMENT ASSOCIATIONS THAT PROVIDE NO DIRECT SERVICES TO BUSINESSES

Green Light Greater Portland

No address or phone available – email info@greenlightgreaterportland.com for more information

Website: www.greenlightgreaterportland.com

Profile: regional economic development program made up of a private consortium of business leaders dedicated to the region's sustained economic vitality.

Target: businesses currently outside the Portland metro area: established businesses, high growth potential, revenue over \$1 million, growing/expanding

Industries: renewable energy, green-building technology, recycling technology, environmental practice sectors

Services offered: no direct services to businesses

Areas of focus: business attraction/recruitment, sustainable business practices, energy efficiency

Region served: Clackamas, Multnomah, Washington counties in Oregon and Clark County, WA
Program contact: Tim Priest, CEO
Strategic partners/alliances:
Candidate eligibility requirements: national and international businesses considering a move to the Portland area
Cost: not applicable
To obtain services: not applicable
Other notes:

Oregon Economic Development Association (OEDA)

P.O. Box 325 • Salem, OR 97308 • (541) 523-0400

Website: www.oeda.biz

Profile: statewide non-profit organization working to support economic development professionals who are on Oregon's front line in diversifying and expanding Oregon's economy.

Target: Cities, counties, port districts, utilities, businesses and other organizations that seek to improve Oregon's economy

Industries: all

Services offered: no direct services to businesses

Areas of focus: networking, marketing/sales, training for economic developers

Region served: State of Oregon

Program contact:

Strategic partners/alliances:

Candidate eligibility requirements: not applicable

Cost: \$500 membership fee

To obtain services: not applicable

Other notes:

Small Business Advisory Council (Portland Development Commission)

222 NW 5th Avenue • Portland, OR 97209 • 503-823-0271

Website: www.pdc.us/sbac

Profile: public/private partnership comprising small business owners and representatives of public agencies at the state, federal and local level.

Target: small business advocacy group focused on City of Portland government

Industries: all

Services offered: no direct services are offered to individual members.

Areas of focus: workforce development, loans/financing (local fees/taxes, access to capital)

Region served: Portland Metro area

Program contact: Jennifer Nolfi, Small Business Advocate at SBACInfo@pdc.us or 503-823-0271

Strategic partners/alliances: Portland Development Commission, OECDD, SBA, SBDC, Alliance of Portland Neighborhood Business Associations, East Portland Chamber, Hispanic Chamber, Portland Business Alliance, Software Association of Oregon

Candidate eligibility requirements: members must be able to attend monthly meetings and serve on a committee. The committee selects members based on their need for representation of certain industries or geographic areas of Portland.

Cost: not applicable

To obtain services: not applicable

Other notes:

Strategic Economic Development Corporation (SEDCOR)

745 Commercial St. NE • Salem, OR 97301 • (503) 588-6225

Website: www.sedcor.com

Profile: lead economic development agency for Marion and Polk Counties with a mission to enhance and diversify the economy of the Mid-Willamette Valley.

Target: all established businesses

Industries: all

Services offered: website offers links to state and local demographics and community info. No direct services offered to businesses

Area of focus: advocacy

Region served: Marion and Polk counties

Program contact: Ray Burstedt, President

Strategic partners/alliances: Oregon Gateway for Business and Education

Candidate eligibility requirements: not applicable

To obtain services: not applicable

Westside Economic Alliance

10220 SW Nimbus Avenue Suite K-12 • Portland, OR 97223 • (503) 968-3100

Website: www.westside-alliance.org

Profile: non-profit, member-based organization that advocates for a healthy economic environment on the Westside of the Portland metropolitan region. It offers a common voice on local, regional and state issues, and operates as a problem solver for the Westside business community.

Target: primarily established businesses

Industries: all

Services offered: no direct services to businesses

Areas of focus: public policy (and its effect on local business and development)

Region served: Washington County and western Clackamas County, and the cities of Beaverton, Cornelius, Durham, Forest Grove, Hillsboro, Sherwood, Tigard, Tualatin and Wilsonville.

Program contact: Jonathan Schlueter, Executive Director

Strategic partners/alliances:

Candidate eligibility requirements: business must be located in Westside area

Cost: \$420-\$8000 for membership, based on # of employees and type of business

To obtain services: apply for membership at website or call office

Other notes:

Clackamas County Business Alliance

148 'B' Avenue, Suite 100 • Lake Oswego, Oregon 97034 • (503) 607-0679

Website: www.ccba.biz/

Profile: provides leadership by identifying opportunities and solving problems in the areas of workforce development, transportation and infrastructure, economic development, and land use.

Target: all businesses and government entities located in Clackamas County

Industries: all

Services offered: no direct services to businesses

Areas of focus: workforce development, transportation, land use planning, business attraction/recruitment, business retention/expansion

Region served: Clackamas County

Program contact: Burton Weast, Executive Director

Strategic partners/alliances: Otak, Clackamas County Business and Economic Development, Jordan Schrader Ramis PC, Marks Metals Technology

Candidate eligibility requirements: all businesses and government entities located in Clackamas County

Cost: \$500-\$5000 based on # of employees and sponsorship level

To obtain services: call the office or email info@ccba.biz

Other notes:

East Metro Economic Alliance

PO Box 422 • Gresham, OR 97030 • (971) 506-1493

Website: www.eastmetro-alliance.org

Profile: non-profit organization comprising approximately forty area businesses, chambers of commerce, and public agencies working together to promote growth and industry in the East Metro region

Target: all businesses

Industries: all

Services offered: no direct services to businesses

Areas of focus: advocacy, public policy

Region served: East Portland, Fairview, Gresham, Troutdale, and Wood Village

Program contact: Travis Stovall, Executive Director

Strategic partners/alliances:

Candidate eligibility requirements: must operate a business in service area to become a member

Cost: \$300-\$1000 based on # of employees

To obtain services: not applicable

Other notes:

Oregon Science and Technology Partnership

PO Box 107 • Gresham, OR • (503) 353-4365

Website: www.ostpartnership.org

Profile: private sector organization stimulating development of traded sector companies in core clusters and expediting private sector access to innovative technology. Focused on knowledge-based jobs in science, technology and manufacturing. Use knowledge to break down barriers through hosting a major conference, round table discussions, or incubating an industry association.

Target: concept phase to established businesses, cluster supporters and economic development professionals

Industries: Technology or a fit with Oregon's cluster technologies (Aerospace/Aviation, Biomedical Devices (non-lab), Cyber Security, Defense, Display Technologies, Nano-technology, Open Technology, Semiconductors, Software, Telecommunications)

Services offered: no direct services to businesses (economic development focus)

Areas of focus: high-tech development, industry clusters

Region served: State of Oregon

Program contact: Dr. Hiroshi Morihara

Strategic partners/alliances: Clackamas County Business and Economic Development

Candidate eligibility requirements: not applicable

Cost: none

To obtain services: not applicable

Other notes: Charlie Allcock is on this board.

Alliance of Portland Neighborhood Business Associations

info@apnba.com • (503) 234-7642

Website: www.apnba.com

Profile: alliance of the 30+ business district associations in Portland that provides a unified communications network for small businesses in the downtown Portland area

Target: established businesses, growing businesses

Industries: merchants, property owners, and employees in the commercial districts surrounding downtown Portland

Services offered: workshops/seminars

Areas of focus: networking (providing a centralized communication system for neighborhood business associations)

Region served: Portland Metro area

Program contact: Jean Baker, President

Strategic partners/alliances: 30+ business district associations (BDAs) in Portland, Small Business Advisory Council (PDC)

Candidate eligibility requirements: must be a member of one of the member neighborhood business associations

Cost: price varies for workshops

To obtain services: contact your local neighborhood association or see APNBA website

Other notes:

Manufacturing 21 Coalition

1100 SW Sixth Avenue, Suite 1425 • Portland, OR 97204 • (503) 802-4101

Website: www.manufacturing21.com

Profile: private-public partnership created to support and advocate for the manufacturing economy within local communities, city and state government

Target: all manufacturing businesses

Industries: manufacturing

Services offered: no direct services to businesses

Areas of focus: advocacy, manufacturing, employee training (job and career training at college level), workforce development, high-tech development

Region served: State of Oregon, State of Washington

Program contact: Norm Eder, Executive Director

Strategic partners/alliances: see website for list of public and private sponsors/members

Candidate eligibility requirements: not applicable

To obtain services: not applicable

Other notes:

Identity Clark County

703 Broadway Street, Suite 610 • Vancouver, WA 98660 • (360) 695-4116

Website: www.identityclarkcounty.org

Profile: private, non-profit corporation with a focus on the economic health of the region. Politically connected organization with resources that enable it to be strategic, to leverage, to create and facilitate partnerships, and to influence those issues that make a significant difference in the development and economy of the region.

Target: not applicable

Industries: all

Services offered: no direct services to businesses

Area of focus: advocacy, public policy (facilitation of business and community development among area decision makers)

Region served: Clark County

Program contact: Ginger Metcalf, Kathy Davis

Strategic partners/alliances: Columbia River Economic Development Council (CREDC)

Candidate eligibility requirements: not applicable

Cost: not applicable

To obtain services: not applicable

Other notes:

Categories on Resource List:

Services (i.e., specific services the organization offers to its clients):

Administrative/office services

Business resource library

Career development planning

Certification assistance

Demographics/workforce/economic data

Discounted office facilities

Employment/personnel services

GIS Mapping

Government contracts/certification assistance

Export assistance

Financial incentives

Lab facilities

Legal assistance

Loans/Financing

Market research

Marketing assistance

Mediation

Mentoring

Networking opportunities

No direct services to small businesses
One-on-one counseling
Online courses
Online database
Peer-to-peer counseling
Referrals
Regulatory assistance
Research/competitive intelligence
Site selection assistance
Storefront improvement
Training classes
Transportation planning/logistics
Workforce/employee development services
Workshops/seminars

Areas of Focus (i.e., why the organization exists):

Administration
Advocacy
Business basics
Business planning
Business attraction/recruitment
Business retention/expansion
Child care
Computer skills/training
Concept feasibility
Employee training
Employment practices
Energy efficiency
Finances
Government contracts/procurement
High-tech development
Industry clusters
International trade
Job placement
Land use planning
Leadership
Legal issues
Licensing
Loans/financing
Manufacturing
Marketing/sales
Mediation
Minority business issues
Networking
Nonprofit development
Operations issues
Problem solving
Product development
Public policy
Regulations/compliance
Sustainable business practices
Trademark/patents
Transportation
Venture capital/funding
Workforce development
Workplace safety/health

Appendix D

Access/Information, Inc.
234 Columbine, Suite 310
Denver, Colorado 80206
T 303-778-7677
F 303-778-7691
www.access-information.com



Access/Information, Inc. Proposal for Contracted Research Services

Access/Information, Inc. (A/I) proposes that the customized business research function for the Portland Economic Gardening Project be performed by A/I, a research and information services corporation. A/I is a Denver-based company that will be opening a branch office in Oregon in the spring of this year. Please refer to our other submitted documents including:

- Access/Information About Us
- Representative Research Projects

Research Proposal Overview

- A/I could serve 40 businesses per year, assuming 4 to 8 hours per company at \$115/hour (about \$37,000/year)*
- The 4 to 8 hours includes a written report and preliminary recommendations.
- A/I could create deposit account that the Portland EG program could draw from to request the research. A/I will prepare a monthly statement reflecting work done to date as well as the amount available in the deposit account.
- A/I would work through the counselors in Portland, but would be able to contact the business directly to clarify their needs. A/I would copy the counselor/coordinator on contacts with businesses.
- If a business wants additional research, it would need to request this through counselor.
- A/I would train counselors who would receive training/orientation before using A/I research services.
- A/I would handle database subscriptions and pay any copyright fees out of the deposit account.

Online Resources

AI currently has access to the following services:

- Lexis/Nexis, (a service containing numerous legal, public records, and news databases, including Hoovers)
- Dialog (includes over 500 individual databases)
- Ebscohost Electronics Journals Service
- ScienceDirect (a database of peer-reviewed science and technical journals)
- WorldCat (a universal catalog of library holdings)

The Portland EG Program would earmark money for A/I to purchase additional databases such as IBISWorld Industry Reports, Dodge Construction Reports and RMA Statement Studies that would be available to the program.

Research process/work flow:

We believe in teamwork and partnering. We will work closely with the Oregon EG designated counselor to communicate progress, discuss findings, and insure we are on point and meeting expectations.

We will follow the steps below and as outlined in Figures 1 and 2:

1. Business meets with counselor, who discusses strategic information needs.
2. Counselor writes up business request in a couple of paragraphs and gets sign-off from business owner.
3. Counselor refers business needs to EG Coordinator in writing.
4. EG Coordinator refers counselor to best source of needed information, including Access/Information.
5. Coordinator logs information about requests and referrals into a centralized database.
6. Counselor passes on written request to A/I and discusses research needs.
7. A/I conducts research needed, including contacting the business owner to clarify issues. All contact with the business is copied to the business counselor.
8. A/I or other entity produces the research report and sends directly to business counselor.
9. Counselor follows up with business and refers additional requests for information, if necessary, directly to A/I (copied to Coordinator).

*Note: this proposal can be scaled up or down depending on the number of businesses served.

About Us

Our clients are continually pleased with the results of our research; in fact, the majority of our business comes from repeat clients and their referrals. Client satisfaction is due to the high level of expertise of our professional researchers and our scope and knowledge of resources available. We routinely present information that is accessible, thoughtful, and designed for decision-making

Our History and Overview

We are here to stay.

For 27 years, we have provided information research, document delivery services, library management, and records management services to attorneys and business professionals. Access/Information is one of the oldest, continuously-operating information professional companies in the country and is the largest company of its type in the Rocky Mountain region. We support loyal national and international clients.

We are professionals

As service providers, our people are what make us great! Our staff of reputable professional researchers understands the demands of the fast-paced business community and the needs of knowledge workers. We pride ourselves on the personal attention afforded each client and on the quality of the information and products that we provide.

We deliver our results based on the individual needs of each client. Therefore, we are adept at providing information in a variety of formats, including reports, executive summaries, Powerpoint presentations, and lists. All resources used in compiling the end product are carefully sourced, in standard bibliographic format.

Confidentiality

Access/Information recognizes and appreciates the potential proprietary nature of your business and treats information received from clients as completely confidential.

We network with the best researchers.

Access/Information and its employees are members of:

- Rocky Mountain Chapter Special Libraries Association
- American Association of Law Libraries
- Colorado Association of Law Libraries (CoALL)
- Rocky Mountain Paralegal Association
- Denver Metro Chamber of Commerce

Our credentials assure quality.

The principals of our companies have over 100 years of combined research experience, including market/industry knowledge, excellent analytical skills, and thoughtful research strategies. Careful planning and team work during the various information gathering phases allow us time to concentrate on analysis and recommendations

Our principals include:

Wanda McDavid

Wanda joined Access/Information in March 2001 and is now president and majority shareholder. She specializes in business, product, and market research as well as factual and expert witness due diligence. As a consultant, former law librarian, and information manager for international and regional law firms she brings a unique perspective to law library and records management. Wanda develops and promotes training sessions on the use of the Internet for research, and presents programs on legal research, business research, and evaluating search engines both locally and nationally. She has a Masters Degree in Information Management and Librarianship from the University of Denver and a Bachelor of Arts in History from Regis University.

wanda.mcdavid@access-information.com

Judy Goater

Judy specializes in general business research, higher education and educational issues research, public records retrieval (including insurance rates and rules), and Web search. She received a Masters degree in Librarianship from the University of Denver, an Advanced Teaching Certificate from the University of Denver, and a Bachelor of Arts degree in English from Wittenberg University. Judy co-founded Access/Information in 1981 and serves as Director of Services Development.

judy.goater@access-information.com

Marcy Dunning

Marcy specializes in business, high tech, and environmental research and in library systems design and redevelopment. She presents many programs on online research and evaluating search engines. Marcy is a former law librarian at Holland & Hart and Boston University Law School, with a Masters degree in Library Science from Simmons College, and a B.A. in English Literature from Middlebury College. Marcy co-founded Access/Information in 1981 and served as President through 2007. She now serves as Director of West Coast Operations.

marcy.dunning@access-information.com

Representative Research Projects

Researched the economic and political climate for southeastern and central states regarding cable franchises. For this project we reviewed online sources for relevant local newspaper articles, then contacted appropriate local government entities to request planning documentation.

Researched primary locations for manufacturing companies in Texas, down to three digit NAICS codes by county and economic city level, by number of establishments by size, number of employees, production hours, and value of shipments. Converted data into excel spreadsheet.

Researched and summarized the sustainable seafood industry and market. We reviewed news articles, trade journals, association websites, and company websites to identify companies and determine their market share, the current and potential consumer market, and possible government regulations that might affect the industry.

Surveyed private universities regarding fundraising both from an alumni standpoint and from the fundraiser office. We developed a questionnaire, then contacted university personnel by email and phone. Once the questionnaires were completed, we summarized the data into a memo.

Researched ways in which individuals use cell phones for Internet research, also known as mobile searching. We reviewed international sources for news articles, industry white papers, and trade data for background information on search engines and other research databases.

Researched current issues related to the audio book industry including a brief history of the industry, statistics, some of the major players in the industry, available resources, and marketing strategies. We provided an executive summary outlining our findings with a listing of sources and resources.

Researched the digital radiography market, the major players, their competitors, and the market share as well as potential growth for newcomers in the market. We provided an executive memo outlining the market with footnoted references and links to secondary research sources.

Researched a small niche sport book publishing company for a client so that they could pitch a new type of book. The company background report included the history of the company, biographical information of the executive officers, including philanthropic interests, the various divisions within the company, financial information, distribution channels, and major competitors.

Provided a sales team for high-end resort homes with executive summaries regarding interested buyers. The summaries provided the sales team with background information/talking points pulled from public records, news articles, and Web sites.

Appendix E

USSourceLink Proposal to Association of Regional Economic Development Partners, Inc. Portland, Oregon

U.S. SourceLink: Provider of the SourceLink Model, a community referral network which links small and emerging business owners in a region to local resource partners who provide services to help businesses grow and prosper. This system was developed through support from The Ewing Marion Kauffman Foundation, the University of Missouri-Kansas, and the Small Business Administration. Incubated in Kansas City, the system is now being used in regions across the country. Thanks to the generosity of the Kauffman Foundation, the system is available to those regions at a fraction of the cost of development.

The Model consists of:

Consulting Services – The U.S. SourceLink project team provides experience to make the start-up and continued service a success. During implementation up to 240 hours of onsite or remote consulting and 10 days of training on application tools for network development are provided. Supported through a series of implementation guides, the implementation will move through a tested step-by-step process, using the tool set to establish the network.

Webplate Now! – A pre-built template that enables a quick, inexpensive Web site creation and management for visibility of the organizations in a resource partner network. Standard Sections include.

- **About Us**
- **News**
- **Resources**
- **Events**
- **Classes**
- **Partners-Only Section**
- **Access to the Resource Navigator**

The Resource Navigator – An on-line tool that provides a systematic way to identify and organize community resources into an easy-to-use database. Business owners reach the right resource at the right time through the World Wide Web access.

Biz-Trakker – A comprehensive client relationship management system built specifically for business development organization. Biz-Trakker tracks client interactions and referrals, manages events and creates easy-to-customize surveys and informative reports.

Implementation Guides – A set of guides to assist with quick implementation and on-going support.

- **Getting Started Guide**
- **Guide to Recruiting and Retaining Resource Partners**
- **Navigating the Network: A Guide to Answering Hotline Calls**
- **Getting the Word Out: A Guide to Marketing the Network**
- **Guide to Developing an Effective Sponsorship Program to Generate Revenues**

Benefits of the SourceLink Model:

For the Business Community:

- Easy access to needed services on a 24/7 basis.
- Assistance in identifying needs.
- Multiple points of entry.
- Quality assurance.

For the Resource Partners / Service Providers:

- Increased visibility.
- Qualified client leads.
- Fostered collaborations.
- Identification of gaps in area services.
- Identification of service redundancies.
- Increased operating efficiencies.

For the Funder/Region:

- Increased ROI. Increased use of programs funded.
- Identification of gaps/overlaps.
- Asset Mapping capabilities.

Recognition of Success:

- Winner of the 2007 Excellence in Economic Development Award for Enhancing Regional Competitiveness from the U.S. Department of Commerce, Economic Development Administration.
- Winner of the International Economic Development Council 2007 Excellence in Economic Development Award
- The FY08 Omnibus spending bill, signed by the president on December 21, 2007, included an appropriation for VetLink. VetLink will identify and organize community resources for

veterans on an easy-to-use database, simplifying the process of linking veterans to the resources they need.

Base Cost of Full U.S. SourceLink Package (Tools & Consulting)

\$75,000 Includes:

- First year hosting fees for Website, The Resource Navigator, 5-user Biz-Trakker
- 10 Training Days
- Full set of Guides
- 160 Hours Hotline Support
- 80 Hours On-Site Support
-

\$9,000 Annual Fee Includes:

- Hosting Fees
- 40 Hour Hotline Support
- Upgrades

Optional Costs

Data Conversion and Customization	\$125-\$160/hour
Additional Consulting Hours	\$120/hour

(Travel and Expense not included.)

Recommended Staffing for Full Model Implementation

1 Director

- Manage
- Continually market SourceLink services to community
- Recruit and maintain Resource Partner base
- Facilitate collaborations
- Insure data quality

1 Hotline Operator

- Staff phones and emails to direct customers to Resource Partners

½ to 1 Administrative Support

Appendix F

Proposed Training: Web Optimization for Economic Development **Terry O’Keefe, WebEG**

The Role of the Internet in Developing Regional Economies

The phenomenal growth of the Internet has affected regional economies in at least three important ways:

- First, the internet shrinks the old constraints of time and space, and has transformed what used to be strictly local and regional markets into national and even international markets.
- Second, the internet has largely reversed the polarity of the marketplace. Under the old marketing paradigm, it was the seller’s responsibility to find and persuade the buyer. In today’s online world, however, it is the buyer who is reaching out to find and vet the seller, a trend that significantly levels the playing field for internet-savvy smaller (and local) businesses.
- Third, the Internet encourages the breakdown of old marketplaces into ever-finer and more specialized niches, which are made economically viable only by the ability to electronically aggregate demand across many regions.

Therefore, as the Internet marketplace continues to grow, local and regional economies must increase their web marketing competitiveness or face a decline of market share. In addition, since the Internet is often the major catalyst of growth for emerging small businesses, raising Internet marketing literacy is a key step in fostering new job growth.

A Strategic Role for Local and Regional Economic Planners

In our opinion, the most important step that local and regional economic planners can take to improve their share of the online economy is to help their businesses become more knowledgeable and more proficient at selling into the online marketplace.

Big companies, with their large technology staffs and sizable budgets for outside consultants, have been quick to take advantage of the web. Smaller and younger businesses rarely have either the internal expertise or the resources to buy it. But the good news is that smaller companies often do not need the same degree of web skills to compete with their larger competitors. A small injection of first-level expertise can yield disproportionate results for these businesses. Local governments and regional economic development organizations already have the resources in place to help their local businesses acquire the knowledge and expertise they need to compete online.

Piggyback on Existing Resources

Business outreach and assistance resources already exist – and are already funded – in every community and every region in the form of SBDC staffs, community economic development organizations, micro-enterprise organizations, non-profits with an economic development mission, and colleges with unique business development programs.

In our work with these organizations over the last 3-4 years, they have demonstrated that with some training and ongoing support they can function very successfully as educators and as agents

of change by working with local and smaller businesses to help them increase their web knowledge and improve their web marketing skills.

What Our Web Optimization Training Program Looks Like

There are three components to our training program:

1. A Two-Day Intensive Training for Business Outreach and Assistance Staffs. We spend the first half-day covering the principles and the tools of Search Engine and Web Optimization. The balance of the course is spent in hands-on exercises using “live” businesses as case studies as staffers gain expertise in evaluating client websites, identifying opportunities, and recommending next steps.

We also suggest that 15-20 local businesses join the group for the first morning’s training. They will benefit from receiving the same overview training as the staff receives, and they can provide excellent case-study opportunities as well.

2. 30-60 Days of Follow-on Coaching and Account Reviews. The real learning takes place when staffers begin to apply what they have learned in the training by working with their local businesses. We have found that a combination of webinar review and training for groups, plus individualized account reviews and coaching provides a foundation for confidence and success.
3. Developing a Market Research Resource. In the world of Internet marketing, everything begins with identifying the online opportunity, which is done through the use of specialized search engine traffic analysis tools. Our experience is that this works best when one person acquires the necessary skills to support the research needs of the rest of the team. Another variant is to establish a small centralized research team to service an entire region. (We will provide training in the use of these tools as needed.)

The above represents a standard training package. We would be happy to create a custom-tailored program to meet your exact situation and needs.

Program Costs

Our costs for a Two-Day Training for 12-15 staff is \$4,000 plus expenses. That includes the services of a two-person training team and all prep material. Local businesses can be included for the first morning session without additional cost.

Follow-on Training costs are somewhat variable based on class size and the extent of follow-on training desired, but \$1000-1500 per month budget is a good estimate.

Client List

Our recent client list includes such organizations as the City of Littleton, CO, the State of Wyoming Market Resource Center, a consortium of city Economic Gardening agencies in Adams County, CO, The State of Georgia’s Regional Entrepreneur & Small Business Program, and the State of Arkansas SBDC.



**Internet Technologies for Local Communities
and Local Businesses**

www.webeg.net

Contact: Terry O’Keefe at 828-423-9020 or terry@webeg.net

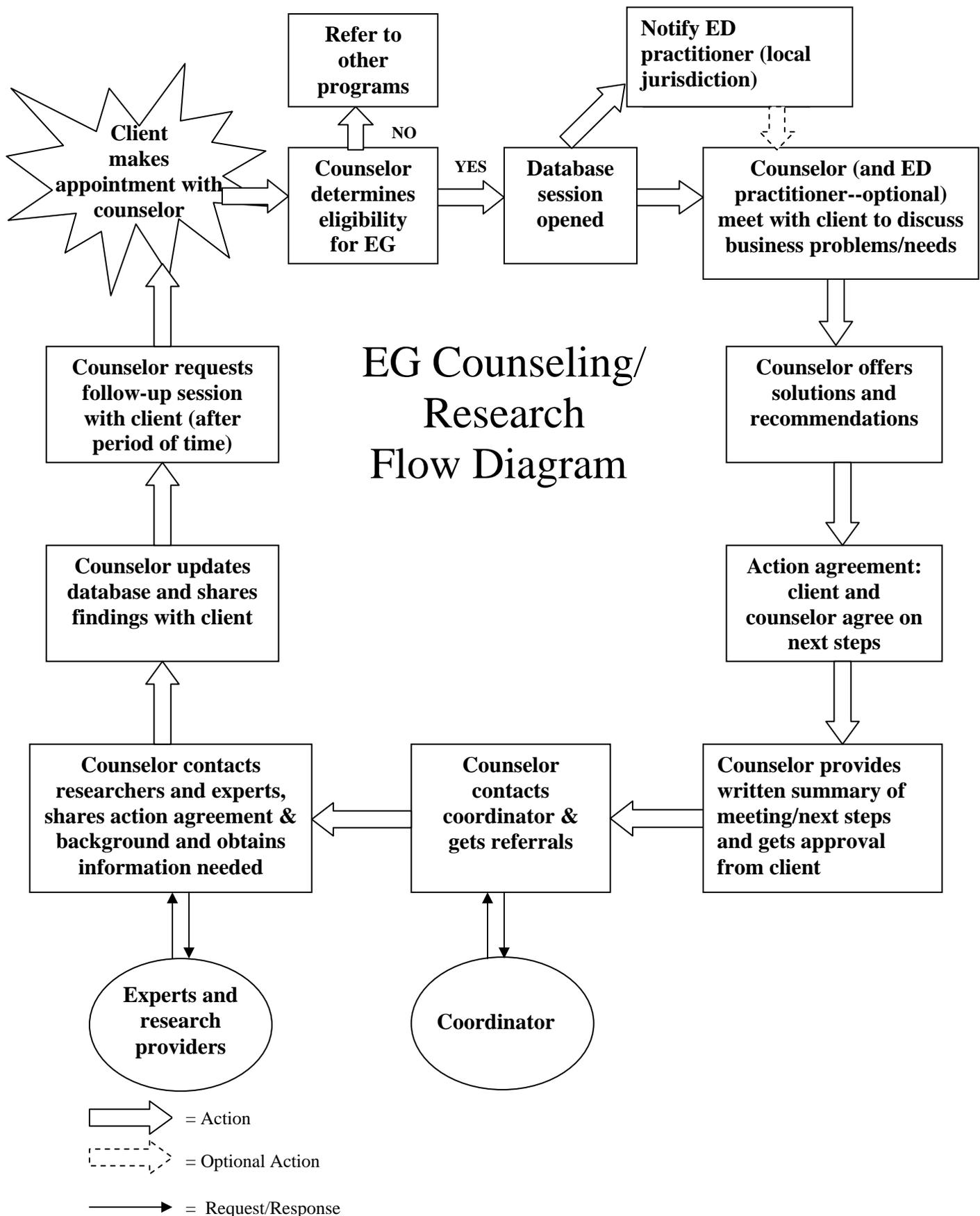


Figure 1 – Counseling/Research Process from Client/Counselor Point of View

EG Counseling/Research Overview Flow Diagram

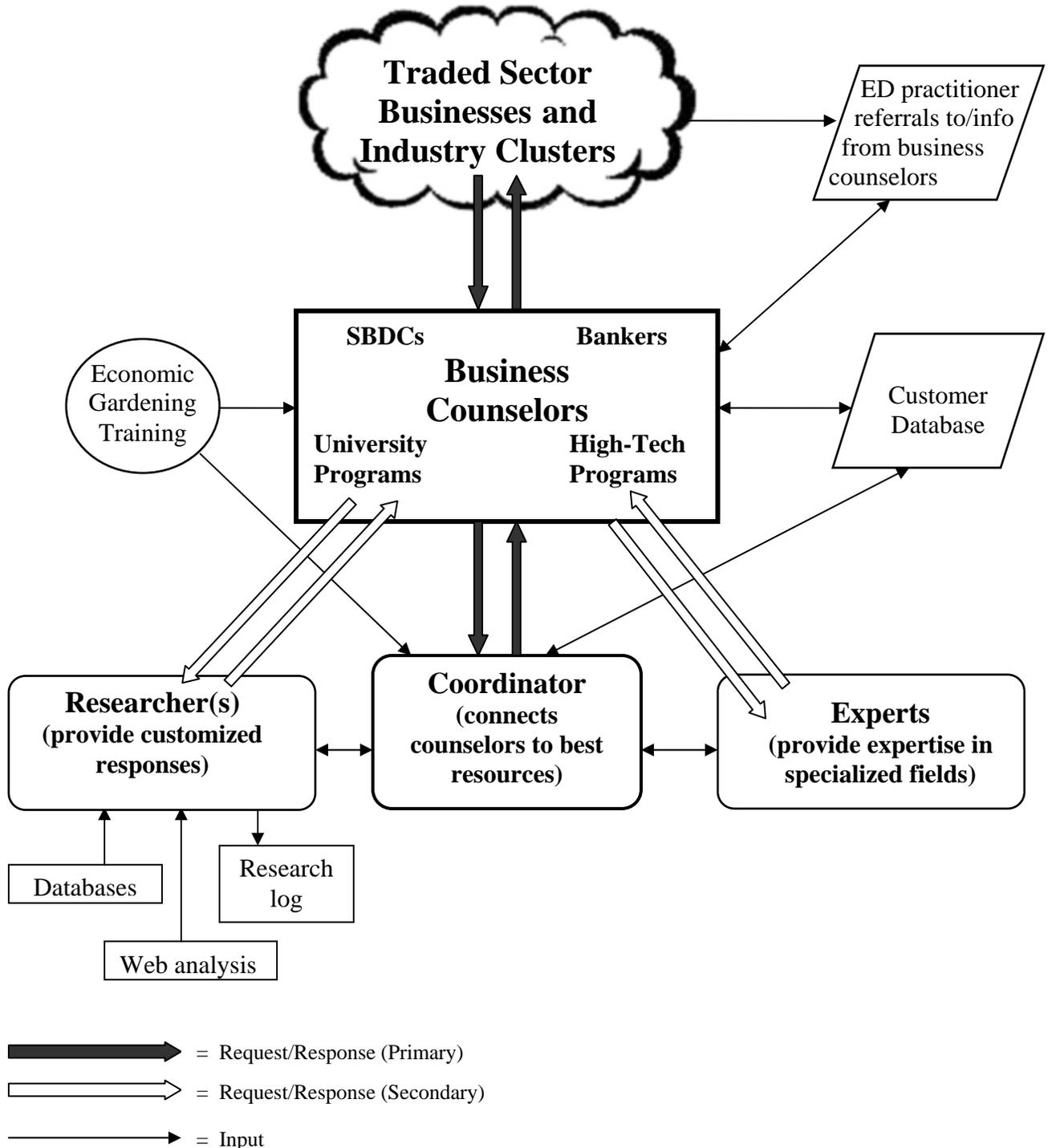


Figure 2 – Economic Gardening Counseling/Research Process Overview