



2017-2020



Economic Development Action Plan

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**Greater Prescott Regional Economic
Development Partnership
Economic Development Strategic Plan
(2017 – 2020)**



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October 10, 2016

Table of Contents

Acronyms and Abbreviations.....	ii
Acknowledgements.....	iii
Executive Summary.....	1
1. GPREP Survey Findings.....	3
2. Strategic Plan	8
Appendix A – Survey Response.....	A-1

List of Tables

Table 1 – GPREP Questionnaire Response Rate by Group.....	3
Table 2 – Breakdown of “Other” Respondents.....	3
Table 3 – Top GPREP Strategies by Respondent Type	5

List of Figures

Figure 1 – GPREP and Member Community Roles.....	4
Figure 2 – BAT Services	6
Figure 3 – Role of GPREP Board	7

Acronyms and Abbreviations

ACA	Arizona Commerce Authority
APS	Arizona Public Service
BAT	Business Action Team
CAP	Central Arizona Partnership
FAM	Familiarization
GPREP	Greater Prescott Regional Economic Partnership
IEDC	International Economic Development Council
NACOG	Northern Arizona Council of Governments
PIF	Prospect Information Form
REDC	Regional Economic Development Center
SBDC	Small Business Development Center
SCORE	Service Corps of Retired Executives
STEM	Science, Technology, Engineering and Math

Acknowledgements

Special thanks to the following for their time and contribution to this economic development plan.

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Dane Beck, President	Meredith Dunlap, National Bank
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EXECUTIVE SUMMARY

The Greater Prescott Regional Economic Development Partnership (GPREP) is a public-private partnership that was incorporated as a non-profit organization in 2013. Its purpose, as laid out in the by-laws, is to “achieve an environment of economic vitality for Yavapai County residents, businesses, and municipalities.”

In 2013, GPREP prepared a three year economic development plan for the region and has embarked upon the update of this plan. As a precursor to updating the plan, a discussion about the mission and responsibilities of the organization was considered, and it was determined that a survey be administered to GPREP Board members and staff, economic development representatives, elected officials and key stakeholders seeking their input.

A meeting with the Board and the Business Action Team (BAT) was held to discuss the survey findings. The findings of the survey concluded that GPREP’s primary role is to market and promote the greater Prescott region and facilitate business development through lead generation. The update of the economic development plan will cover the next three years.

Findings

A link to a web based questionnaire was emailed on July 1, 2016 to 80 people, including the GPREP Board and the BAT. A total of 39 people completed the entire survey, for an overall response rate of 49 percent.

Following are the key findings, which are pertinent to updating the economic development strategic plan.

- All survey respondents responded that the primary role of GPREP is to provide business attraction, lead generation, respond to PIF’s and market and brand the region.
- Workforce development and business retention and expansion activities are handled by other economic development partners and GPREP should only serve in a support role.
- The key role of the member communities who serve on the BAT includes tourism and retail attraction, business retention and expansion, and respond to prospect requests for information.
- Activities that member communities should undertake include providing timely information in response to prospect requests, work with GPREP as an economic development partner, provide guidance on strategic planning and serve as an advocate to regional economic development.
- Respondents were asked how they felt about the size of the Board, 54 percent said that it was too large, 44 percent indicating just right, while another 3 percent thought it was not large enough.
- The primary role of the GPREP Board identified by the respondents is to set policy, lead the fundraising efforts, participate in municipal partner briefings, and contribute their expertise and champion GPREP strategies.

Based on the survey, combined with input at the Board and BAT work session held on July 18, 2016, an updated three year strategic plan was prepared, which focuses on the following three areas:

1. **Business Attraction and Lead Generation** – Enhance the regional job base by actively pursuing target industries
2. **Regional Capacity Building** – Position the region to be competitive
3. **Investor Relations** – Build public and private sector support for GPREP

1. GPREP SURVEY FINDINGS

The Greater Prescott Regional Economic Development Partnership (GPREP) prepared a three year economic development plan for the region in 2013 and has undertaken the update of the plan. As a precursor to updating the plan, a discussion about the mission and responsibilities of the organization was considered, and it was determined that a survey be administered to GPREP Board members, staff, economic development representatives, elected officials and key stakeholders seeking their input.

A meeting with the GPREP Board and the BAT was held July 18, 2016 to present the survey findings and discuss and reach consensus on the role and services that GPREP should provide. Based on the outcome of this meeting an update of the three year strategic plan was prepared and is included in Chapter 2. Following are the key findings of the survey, with the comprehensive results included in Appendix A.

Key Findings

A link to a web based questionnaire was emailed on July 1, 2016 to 80 people, including the GPREP Board and the Business Action Team (BAT). Table 1 and Table 2 provides a breakdown of the respondents and the response rate. A total of 39 people completed the entire survey, for an overall response rate of 49 percent. When examining the respondents that identified themselves as “other,” 43 percent represent communities and 29 percent are elected officials.

Table 1 – GPREP Questionnaire Response Rate by Group

Respondent	Total	Received	Response Rate
GPREP Board	19	12	63%
BAT	5	7	100%
Investor	16	6	38%
Other	40	14	35%
Totals	80	39	49%

Table 2 – Breakdown of “Other” Respondents

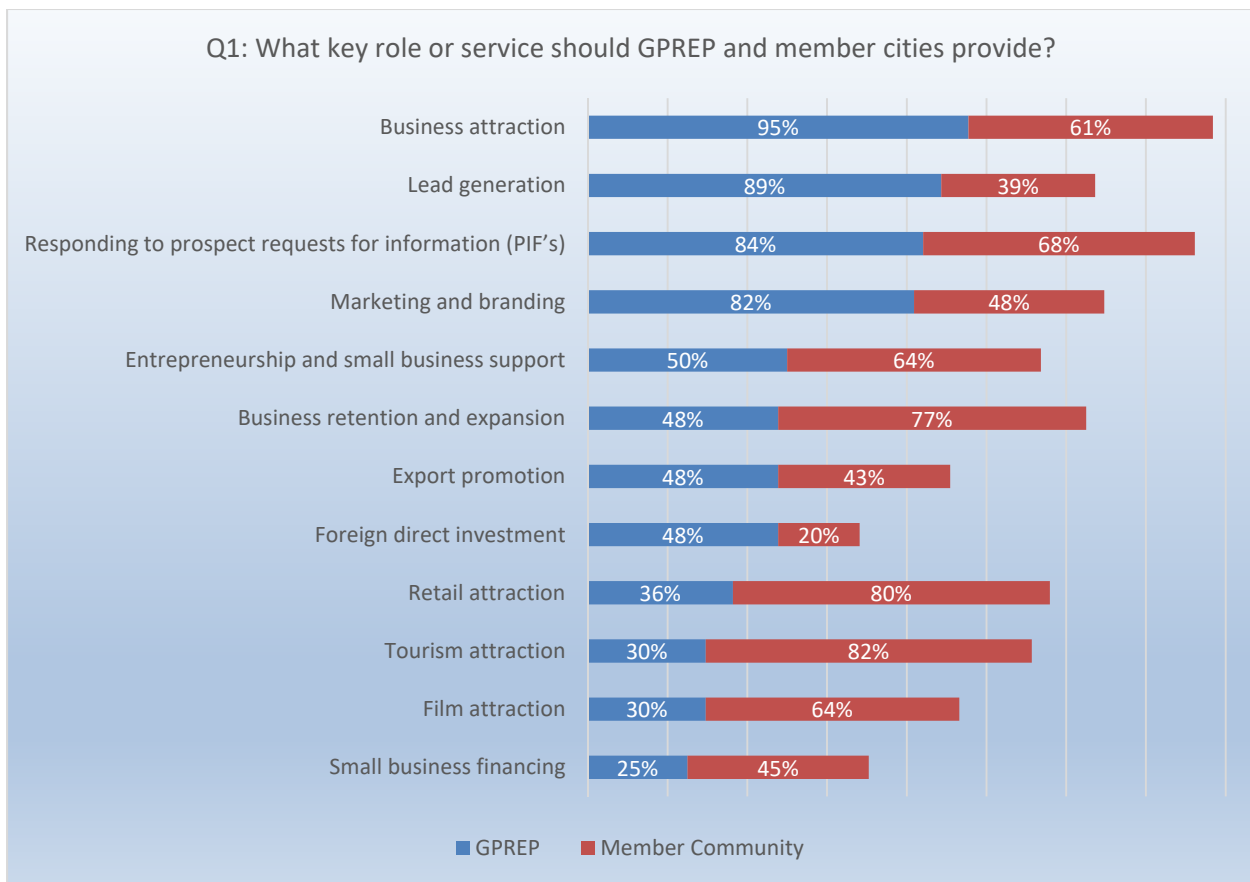
Other	Count	Percent
Elected Official	4	29%
Stakeholder	2	14%
Serve on Committee	1	7%
Former BAT Member	1	7%
Member Community	6	43%
Total	14	100%

GPREP Role and Service

A total of eight questions were included in the survey. The key findings of the survey are summarized in this chapter, with the full analysis included in Appendix A.

When asked what key role or service GPREP should provide member cities, the overwhelming response, as noted in Figure 1, includes business attraction, lead generation, responding to PIF’s, and marketing. As a secondary or support role, GPREP should assist with business retention, entrepreneurship and small business assistance.

Figure 1 – GPREP and Member Community Roles



The primary services that GPREP staff should deliver to member communities and stakeholders is centered on lead generation. There was a consensus among respondents that GPREP should spend its time involved in activities that support lead generation for the region, including maintaining a repository of research and data, participating in trade shows and maintaining a site and building inventory. Table 3 provides an overview of the top GPREP strategies identified by respondent type. Workforce development and business retention and expansion activities are handled by other economic development partners, and GPREP should serve only in a support role. The “X” in the box indicates that 50 percent or more of the respondents replied that the strategy was important for GPREP to undertake.

Table 3 – Top GPREP Strategies by Respondent Type

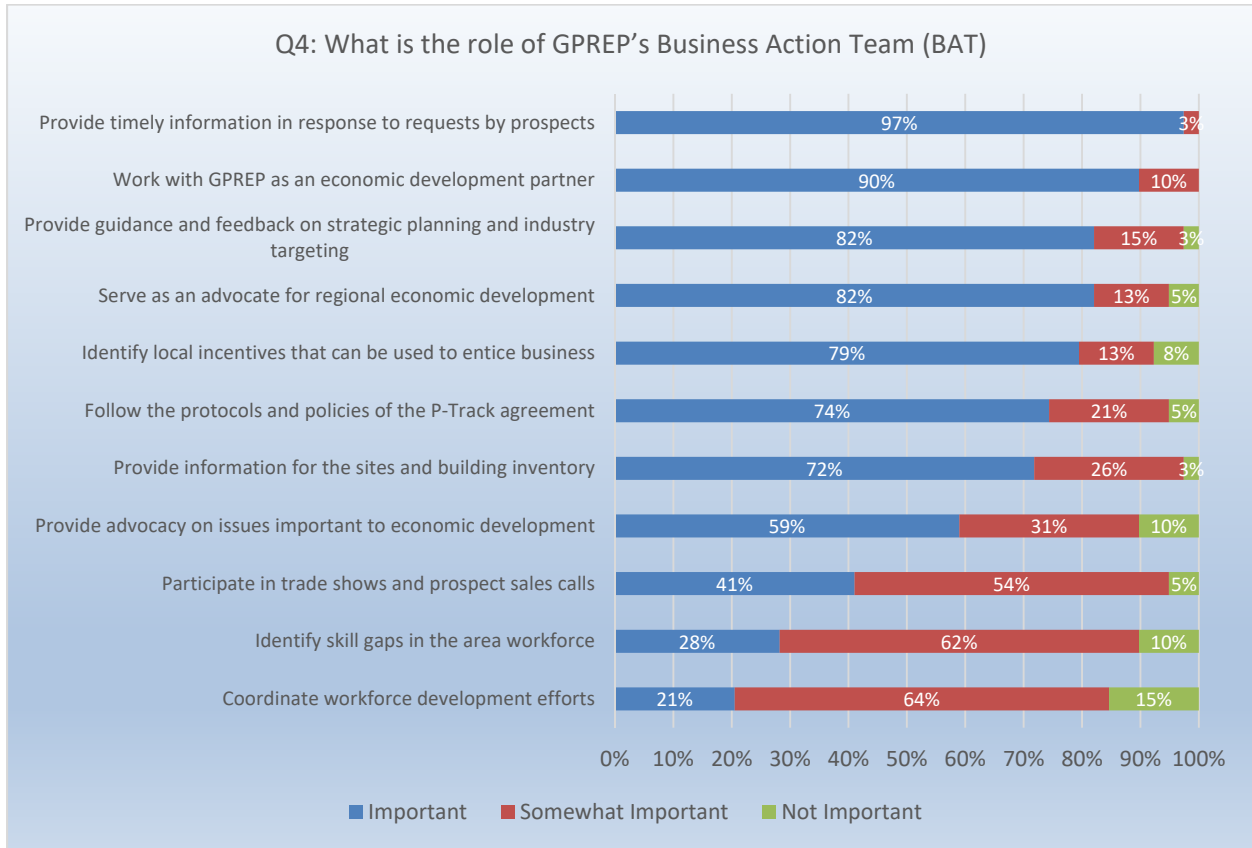
Summary - Top GPREP Strategies by Respondent Type	Board	BAT	Investor	Other
Spearhead business attraction efforts for the region	X	X	X	X
Facilitate business retention and expansion				
Conduct or participate in business retention calls				
Develop a marketing strategy for the region	X	X	X	X
Market the region and generate leads	X	X	X	X
Help implement sector strategies				X
Maintain a repository of research and data for the region	X	X	X	X
Provide technical assistance to member communities				X
Identify skill gaps in the area workforce				
Coordinate workforce development efforts				
Provide advocacy on issues important to economic development			X	X
Participate in trade shows and prospect sales calls	X	X	X	X
Track and report on organizational performance measures	X			X
Conduct targeted industry analysis for the region and identify industries to	X		X	X
Regional strategic planning	X		X	X
Build economic development alliances and networks	X		X	X
Conduct fundraising	X			
Prepare and maintain a site and building inventory	X	X	X	X
Create and promote regional financing tools				x
Work with the development community to launch a “virtual building				
Collaborate on statewide initiatives such as STEM and The Arizona We Want 2.0				
Initiate and maintain contact with the Governor’s Office and the Arizona Commerce Authority	X	X	X	X

Note: The X denotes 50% of more of the respondents indicated that the strategy was Important.

BAT

A full complement of economic development activities is more inclusive than what was identified under GPREP’s role. Member communities serving on the BAT are also actively engaged in economic development. Respondents identified that the key role of the BAT includes tourism and retail attraction, business retention and expansion, and respond to prospect requests for information (Figure 1). In addition, the activities that member communities should undertake include providing timely information in response to prospect requests, work with GPREP as an economic development partner, provide guidance on strategic planning, and serve as an advocate to regional economic development (Figure 2).

Figure 2 – BAT Services

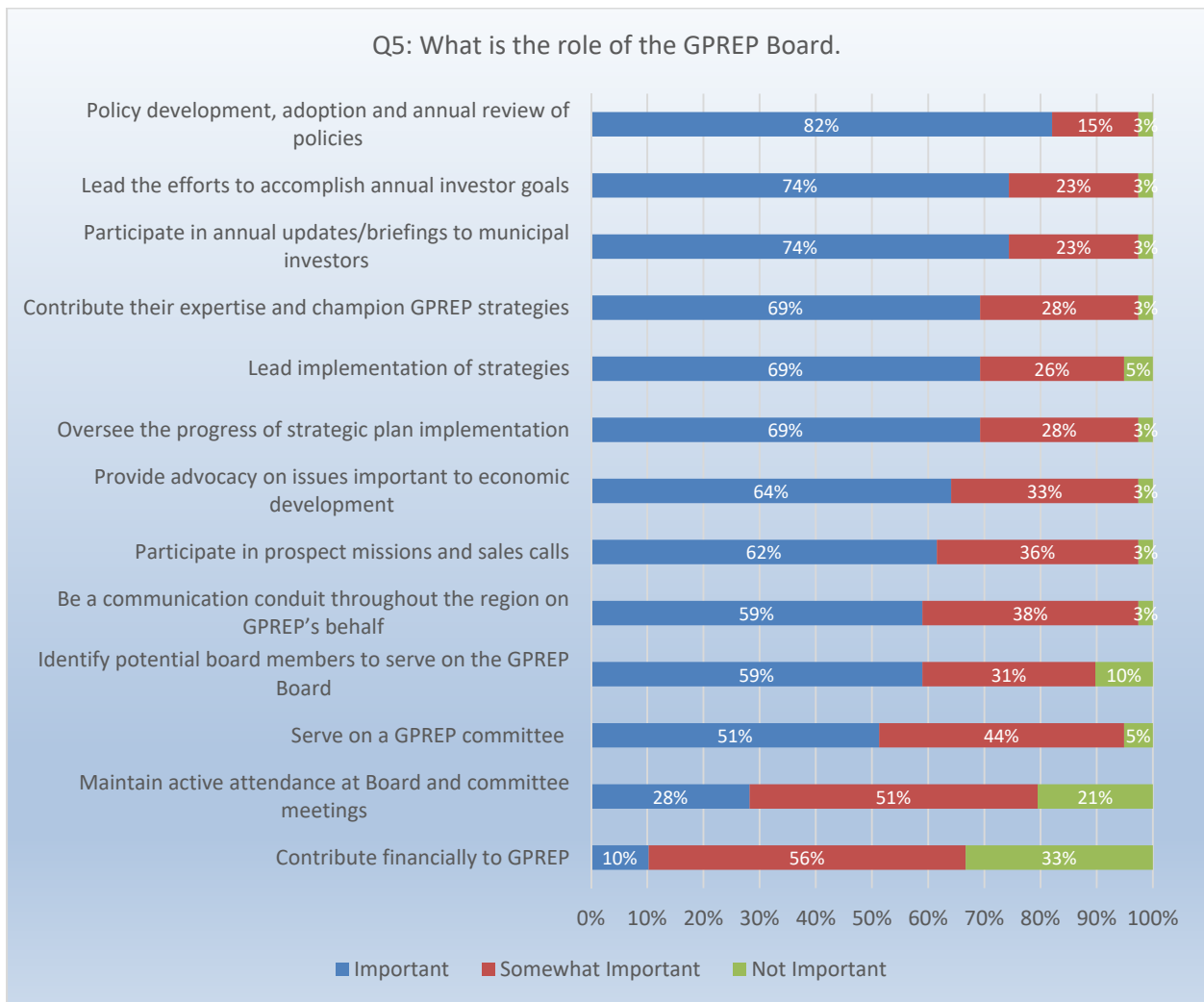


GPREP Board

As a regional non-profit economic development organization, GPREP is run by a Board of Directors, which includes a mix of both public and private sector representatives. The size of the board can include up to 25 members and when respondents were asked how they felt about the size of the Board, 54 percent said that it was too large, 44 percent indicating just right, while another 3 percent thought it was not large enough.

Overall, the respondents indicated that the primary role of the GPREP Board is to set policy, lead the fundraising efforts, participate in municipal partner briefings, and contribute their expertise to champion GPREP strategies. On the other hand, the majority of respondents believed that it was “somewhat important” or “not important” to actively participate in Board and committee meetings and contribute financially to GPREP.

Figure 3 – Role of GPREP Board



2. STRATEGIC PLAN

A work session was held with the GPREP Board and BAT members to review and discuss the survey findings. A consensus was reached on the role and activities that GPREP should undertake over the next three years, and subsequently are the focus of the updated strategic plan. This plan provides the framework for aligning decisions and resources in order to stimulate economic development and create jobs.

The updated strategic plan is primarily focused on marketing, business attraction, lead generation, and positioning the region to be competitive. Outreach efforts should be targeted to the industries that leaders in the region desire, and which can be supported given current market conditions. To the extent that there are site location deficiencies that make it difficult to achieve economic development success, GPREP, in concert with member communities, should provide leadership to help overcome the challenges.

Industry targets identified by the GPREP Board and BAT members during the July work session include the following, with an emphasis on manufacturing:

- Precision machining
- Metal fabrication
- Plastic products
- Small electrical components
- Firearms
- Call center/customer service
- Aerospace and aircraft parts
- Bio Medical
- Healthcare support
- Cyber Security
- Warehouse, distribution and logistics
- Possible biofuels and renewable energy

It is important to examine these industries to determine if they are growing/expanding and to ensure that the region can meet their basic site location criteria, including workforce needs and site or building requirements.

Successful implementation of this plan will require collaboration with community partners, and to the extent possible the alignment of economic development objectives and industry targets. The updated strategic plan has three focus areas and associated goals:

1. **Business Attraction and Lead Generation** – Enhance the regional job base by actively pursuing target industries
2. **Regional Capacity Building** – Position the region to be competitive
3. **Investor Relations** – Build public and private sector support for GPREP

This three year strategy plan requires reliable multi-year operating support for the key initiatives, including work that supports job growth, marketing and promotion that propels the region forward, and competitive improvements that foster economic development. The layout of the plan contains an overarching goal for each focus area, key objectives and strategies for implementation, and performance measures to track. As applicable, supporting partners have been identified by objective to assist with plan execution.

Prior to the commencement of this plan, the Board and staff will meet, prioritize the plan objectives for implementation, and quantify the noted performance measures in which to evaluate plan implementation against. At the beginning of years 2 and 3, the Board and staff will convene to evaluate plan implementation, measure performance, and make modifications to the plan as needed.

GPREP Economic Development Action Plan (2017 – 2020)

<p>Business Attraction and Lead Generation Goal - Enhance the regional job base by actively pursuing target industries.</p>
<p>OBJECTIVE 1: Generate leads for the region that fall within key industry clusters.</p>
<p>Strategies:</p> <ul style="list-style-type: none"> a. Work with the BAT and agree upon a list of industry targets for the region. b. Identify any site location qualities and deficiencies that need to be rectified by member communities. c. Invite community partners to participate with GPREP in marketing outreach that could include direct sales calls, email blasts, direct mail, FAM tours, etc. d. Participate in ACA sponsored and self-directed prospect missions, trade shows etc. that are aligned with GPREP's industry targets. e. Annually hold a FAM tour with representatives of ACA. f. Acquire and integrate prospect tracking software for GPREP to use that will enable management of leads, suspects and prospects. <p>Supporting Partners: BAT, Yavapai County, and the ACA</p>
<p>OBJECTIVE 2: Maintain relationships with Corporate Site Location Advisors.</p>
<p>Strategies:</p> <ul style="list-style-type: none"> a. Prepare and maintain a list of site location advisors. b. Identify approaches to connect with these advisors, which could include trade shows, visit them on their own turf, hold special events, FAM tours, etc.
<p>OBJECTIVE 3: Coordinate activities with economic development partners and stakeholders.</p>
<p>Strategies:</p> <ul style="list-style-type: none"> a. Coordinate with partners and prepare a monthly activity report to distribute to the Board, economic development partners and stakeholders. b. As appropriate brief Board members and member of the CAP. c. Include the ACA on a master distribution list of GPREP information/data. d. Meet annually to identify and agree upon performance measures to quantify and track. <p>Supporting Partners: BAT, Yavapai County, and the ACA</p>
<p>Performance Measures: Number of prospects or active deals in progress, number of sales calls made, trade show leads, jobs created, square feet of space absorbed or built, capital investment average industry wage</p>

Marketing Goal - Implement a marketing campaign that is designed to attract interest from target market segments.

OBJECTIVE 1: Evaluate the existing marketing program to identify challenges and gaps.

Strategies:

- a. Secure the services of a marketing company that specializes in economic development to evaluate your brand positioning, marketing materials, digital presence, website, and social media by benchmarking the organization against similar organizations, and implement their recommendations.
- b. Identify what marketing channels should be used to drive awareness to the region.
- c. Implement campaign modifications for better marketing outreach to industry segments.
- d. On a quarterly basis track the marketing results.

Supporting Partners: BAT and Yavapai County

OBJECTIVE 2: Create a marketing and communications plan that will guide outreach and expenditures.

Strategies:

- a. Research economic development best practices to glean ideas for preparing GPREP's plan.
- b. Tailor programs, activities and outreach initiatives towards targeted industry segments.
- c. Update the marketing and communications plan annually to ensure that it is strategically focused on industry targets and identifies the most current and effective practices.
- d. Create a master calendar to plan and track marketing activities.
- e. Develop and deploy an e-newsletter.
- f. Create and maintain a database of contacts to keep them apprised of GPREP activities, events and regional successes.

Supporting Partners: BAT

OBJECTIVE 3: Maintain GPREP's online presence as a primary tool to promote the region.

Strategies:

- a. On a regular basis update the website to ensure information is current and user friendly.
- b. Incorporate and consolidate data and maps and ensure that it can be easily downloaded by prospects and site selectors.
- c. Generate, track, and capitalize on digital leads.
- d. Monitor analytics to determine who is visiting the site, what they are looking at and how long they're staying.

Marketing Goal - Implement a marketing campaign that is designed to attract interest from target market segments.

OBJECTIVE 4: Regularly develop and update marketing materials geared towards industry segments.

Strategies:

- a. Based on the agreed upon industry targets, prepare marketing materials geared towards each audience.
- b. Establish a template to use for the marketing materials, which will establish a uniform identity and help brand the region.
- c. Place these marketing materials on the website for prospects or site selectors to download.

Performance Measures: Track website analytics, number of inquiries generated by targeted industry

Regional Capacity Building Goal – Position the region to be competitive.

OBJECTIVE 1: Maintain a digital asset inventory of the Greater Prescott Region.

Strategies:

- a. Utilize IEDC’s site selection data standards to compile pertinent information on the region.
- b. Identify data sources, gather and format the data for distribution to community partners and prospects.
- c. Identify site selection weaknesses or gaps that should be addressed.
- d. Update asset inventory at least annually.

OBJECTIVE 2: Develop and maintain a sites and building inventory for the region.

Strategies:

- a. Utilize the sites and building inventory within Arizona Prospector that is sponsored by APS.
- b. Work with BAT members to create a system to identify newly listed properties in the market and update the database.
- c. Perform updates as needed.

Supporting Partners: APS and BAT

OBJECTIVE 3: Benchmark the Greater Prescott Region to the competition.

Strategies:

- a. Identify key competitor cities and monitor the incentives that they offer.
- b. On an annual basis research and compare the cost of doing business in the region against competitor areas. Include information such as wages, utilities, taxes, transportation costs, etc.
- c. Prepare an annual benchmark report and distribute to community partners and board members.

Regional Capacity Building Goal – Position the region to be competitive.

OBJECTIVE 4: Work with member communities to ensure real estate options meet the needs of prospective employers.

Strategies:

- a. Engage the GPREP Board to initiate a spec building program.
- b. In collaboration with member communities, craft an initiative that would encourage private developers to build shell structures.
- c. Identify sites that are fully serviced with infrastructure that could accommodate a spec building.
- d. Based on prospect inquiries from GPREP, member communities and the ACA, identify the most common building size and attributes that prospects are looking for.
- e. Identify and reach out to developer(s) to inform them of the spec building program and solicit their interest.

Supporting Partners: APS, BAT and ACA

OBJECTIVE 5: Provide support services to help grow the regional economy.

Strategies:

- a. Support grant applications that directly impact economic development within the region.
- b. Provides advocacy at the state level on economic development matters that strengthens the region’s ability to be successful.
- c. Coordinate workforce development efforts with Yavapai College, NACOG, NAU and other education and training providers.
- d. Refer entrepreneurs and small business to REDC, SCORE, SBDC and others for assistance.
- e. Maintain a referral list of resources to provide upon request.

Supporting Partners: Yavapai college, NACOG, and NAU

Performance Measures: Up-to-date asset inventory, dissemination of reports, level of community members' satisfaction

Investor Relations Goal - Build public and private sector support for GPREP.

OBJECTIVE 1: Conduct an annual fundraising campaign.

Strategies:

- a. Meet with existing corporate and municipal donors.
- b. Prepare a list of potential donors to pursue funding commitments.
- c. Update the fundraising brochure to showcase GPREP activities and job creation/retention successes.
- d. Establish a fundraising committee that includes GPREP Board members, and identify fundraising goals and targets and launch the campaign.
- e. Maintain an invoicing system that ensures timely contact with all investors, including communities and county.

Investor Relations Goal - Build public and private sector support for GPREP.

OBJECTIVE 2: Promote a culture among community leaders that motivates them to invest in the greater good of the region.

Strategies:

- a. Work with the GPREP Board and identify issues important to economic development and engage community leaders and stakeholders to advocate for GPREP.
- b. Make presentations at various public policy boards, commissions, and committees to provide a perspective and understanding of regional economic development issues and innovative solutions.
- c. Encourage new organizations to become engaged in economic development.

Supporting Partners: CAP

OBJECTIVE 3: Annually hold a meeting with community partners and investors to present business development results and information.

Strategies:

- a. Prepare a "score card" or annual progress report of GPREP achievements, including number of active prospects, new jobs created/retained, and other economic development initiatives.
- b. Work with community partners to organize an annual business meeting to present the annual report and outline upcoming objectives.
- c. In conjunction with regional partners, develop and issue press releases that announce new company locates, and other community/regional economic development activities and opportunities.

Supporting Partners: BAT and Yavapai County

Performance Measures: Fundraising goals achieved, board member participation in board and committee meetings, level of investors' satisfaction

APPENDIX A – SURVEY RESPONSE

Q1. What key role or service should GPREP and member cities provide. Check the box for the role that applies to each organization. If a role is not applicable, leave it blank.

Answer Options	GPREP	Member Municipalities	Response Count
Business attraction	42	27	44
Retail attraction	16	35	39
Business retention and expansion	21	34	41
Entrepreneurship and small business support	22	28	38
Marketing and branding	36	21	39
Lead generation	39	17	40
Tourism attraction	13	36	40
Film attraction	13	28	36
Small business financing	11	20	28
Export promotion	21	19	33
Foreign direct investment	21	9	27
Responding to prospect requests for information (PIF's)	37	30	41
	<i>answered question</i>		44
	<i>skipped question</i>		0

Q2. Below are potential economic development strategies or implementation tasks for GPREP staff. Please indicate the relative importance of each task for GPREP to implement over the next five years.

Answer Options	Important	Somewhat Important	Not Important	Response Count
Spearhead business attraction efforts for the region	38	1	0	39
Facilitate business retention and expansion	16	13	10	39
Conduct or participate in business retention calls	11	18	10	39
Develop a marketing strategy for the region	39	0	0	39
Market the region and generate leads	38	1	0	39
Help implement sector strategies	16	19	4	39
Maintain a repository of research and data for the region	26	12	1	39
Provide technical assistance to member communities	14	19	6	39
Identify skill gaps in the area workforce	12	21	6	39
Coordinate workforce development efforts	11	18	10	39
Provide advocacy on issues important to economic development	25	9	5	39
Participate in trade shows and prospect sales calls	31	6	2	39
Track and report on organizational performance measures	19	16	4	39
Conduct targeted industry analysis for the region and identify industries to pursue	28	9	2	39
Regional strategic planning	25	12	2	39
Build economic development alliances and networks	27	11	1	39
Conduct fundraising	13	21	5	39
Prepare and maintain a site and building inventory	29	8	2	39
Create and promote regional financing tools	16	12	11	39
Work with the development community to launch a "virtual building program"	14	17	8	39
Collaborate on statewide initiatives such as STEM and The Arizona We Want 2.0	9	20	10	39
Initiate and maintain contact with the Governor's Office and the Arizona Commerce Authority (ACA)	28	10	1	39

answered question **39**

skipped question **5**

Q3. Are there additional tasks not listed in the previous question that GPREP staff should undertake?

Answer Options	Response Percent	Response Count
Yes	15.4%	6
No	84.6%	33
If yes, please identify.		6
	<i>answered question</i>	39
	<i>skipped question</i>	5

Other Tasks

Communicate with member cities on a regular basis.
 Keep members including municipalities updated on actual progress related to prospects and locates.
 LEAD generation!!!!
 inform member municipalities of global, state, and regional economic trends. What are the waves of the future
 Plan, arrange, and execute out of state direct sales missions for region
 Work closely with Yavapai College and CTEC. Director has never visited the college.

Q4. What is the role of GPREP’s Business Action Team (BAT)? Please check the level of importance for each activity.

Answer Options	Important	Somewhat Important	Not Important	Response Count
Work with GPREP as an economic development partner	35	4	0	39
Provide guidance and feedback on strategic planning and industry targeting	32	6	1	39
Provide timely information in response to requests by prospects	38	1	0	39
Follow the protocols and policies of the P-Track agreement	29	8	2	39
Provide information for the sites and building inventory	28	10	1	39
Participate in trade shows and prospect sales calls	16	21	2	39
Identify skill gaps in the area workforce	11	24	4	39
Coordinate workforce development efforts	8	25	6	39
Provide advocacy on issues important to economic development	23	12	4	39
Identify local incentives that can be used to entice business	31	5	3	39
Serve as an advocate for regional economic development	32	5	2	39
Other (please specify)				2

answered question 39
skipped question 5

Other Comments

Sorry - but I am not quite sure what the BAT is and who sits on the team.
 Developing regional incentives is important, though expecting this team to share their individual city incentive practices with one another is unrealistic.

Q5. What is the role of the GPREP Board. Please check the level of importance for each activity.

Answer Options	Important	Somewhat Important	Not Important	Response Count
Policy development, adoption and annual review of policies	32	6	1	39
Lead the efforts to accomplish annual investor goals	27	11	1	39
Participate in annual updates/briefings to municipal investors	23	15	1	39
Contribute their expertise and champion GPREP strategies	29	9	1	39
Lead implementation of strategies	11	20	8	39
Oversee the progress of strategic plan implementation	25	13	1	39
Provide advocacy on issues important to economic development	27	10	2	39
Participate in prospect missions and sales calls	4	22	13	39
Be a communication conduit throughout the region on GPREP's behalf	27	11	1	39
Identify potential board members to serve on the GPREP Board	24	14	1	39
Serve on a GPREP committee (i.e. Standing, Nominating, Finance, Membership, Marketing)	20	17	2	39
Maintain active attendance at Board and committee meetings	29	9	1	39
Contribute financially to GPREP	23	12	4	39
Other (please specify)				3

answered question **39**
skipped question **5**

Other Comments

Lead fundraising efforts for GPREP. People give to people. Rich should be support staff to this effort.

I'm not a board member, therefore my above response may not be appropriate.

#1 job - raise money. #2 job - raise money

Q6. The GPREP Board can have as many as 25 board members. What are your thoughts on the size of the Board? (Select one answer).

Answer Options	Response Percent	Response Count
Too large	53.8%	21
Just right	43.6%	17
Too small	0.0%	0
Not large enough	2.6%	1
<i>answered question</i>		39
<i>skipped question</i>		5

Q7. How would you best describe the membership mix of the GPREP Board? (Select one answer).

Answer Options	Response Percent	Response Count
There is an adequate mix of public and private sector representation	51.3%	20
There is not enough private sector representation	30.8%	12
There is not enough public sector representation	12.8%	5
There is too much public sector representation	2.6%	1
There is too much private sector representation	2.6%	1
<i>answered question</i>		39
<i>skipped question</i>		5

Q8. Please indicate your role with GPREP. (Select one)

Answer Options	Response Percent	Response Count
I serve on the GPREP Board	30.8%	12
I represent a GPREP member community and serve on the BAT	17.9%	7
I don't serve on the GPREP Board, but I'm an investor	15.4%	6
Other (please specify)	35.9%	14
<i>answered question</i>		39
<i>skipped question</i>		5